

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)

**To:** (b) (6)

**Subject:** Wall Initial Cost Review Board

**Start:** Tuesday, June 27, 2017 10:00:00 AM

**End:** Tuesday, June 27, 2017 11:00:00 AM

**Location:** NP CR1524 Phone: (b) (7)(E) Pin: (b) (7)(E)

**Attachments:** [iCRB\\_BWSP\\_Final.pptx](#)

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National Place Building

1331 Pennsylvania Ave NW

Washington DC 20004

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<<iCRB\_BWSP\_Final.pptx>>

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
(b) (6)  
(b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C) (b) (6)  
(b) (6), (b) (7)(C) (b) (6)  
**Cc:** (b) (6)  
**Subject:** FW: Wall Initial Cost Review Board  
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FYSA

(b) (6), (b) (7)(C)

-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 14, 2017 2:14 PM  
**To:** (b) (6), (b) (7)(C)  
(b) (6) (b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C)  
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<<iCRB\_BWSP\_Final.pptx>>

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C) ; (b) (6)  
(b) (6), (b) (7)(C)  
; (b) (6) ; (b) (6), (b) (7)(C) ; (b) (6), (b) (7)(C) ; (b) (6), (b) (7)(C)  
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**To:** (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C);  
(b) (6); (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C); (b) (6); (b) (6), (b) (7)(C); (b) (6)  
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# CPB Border Wall System Program

## Independent Cost Estimate (ICE) ***Initial Cost Review Board***

DHS CFO Cost Analysis Division (CAD)

June 27, 2017



# Agenda

- Initial Cost Review Board (iCRB) Purpose
- Border Wall System Program (BWSP) Overview
  - High Level Concepts
  - System Components
  - Program High Level Schedule
- Independent Cost Estimate Purpose and Scope
  - Estimating Team and Key Personnel
  - Key Ground Rules and Assumptions
  - Data Sources
  - Proposed Work Breakdown Structure (WBS)
  - Cost Estimating Plan
- Next Steps



# Initial Cost Review Board (iCRB) Purpose

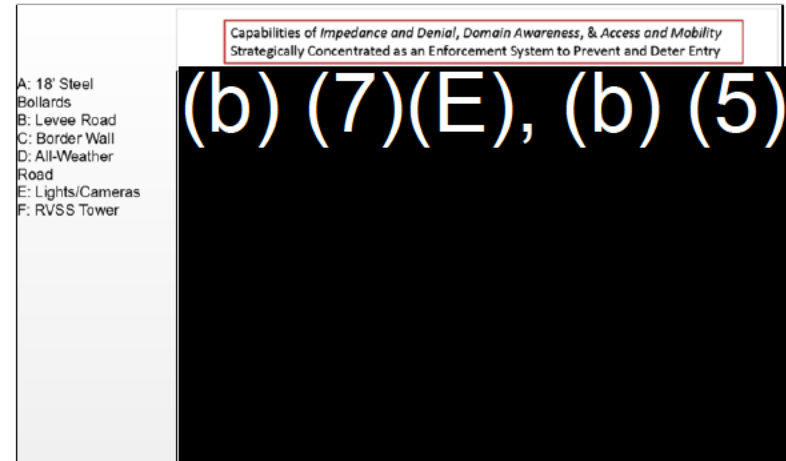
- Provide overview of the BWSP for all participants
- Present the estimating plan and schedule
- Identify potential issues associated with the ICE
- Gain consensus on high level Ground Rules and Assumptions



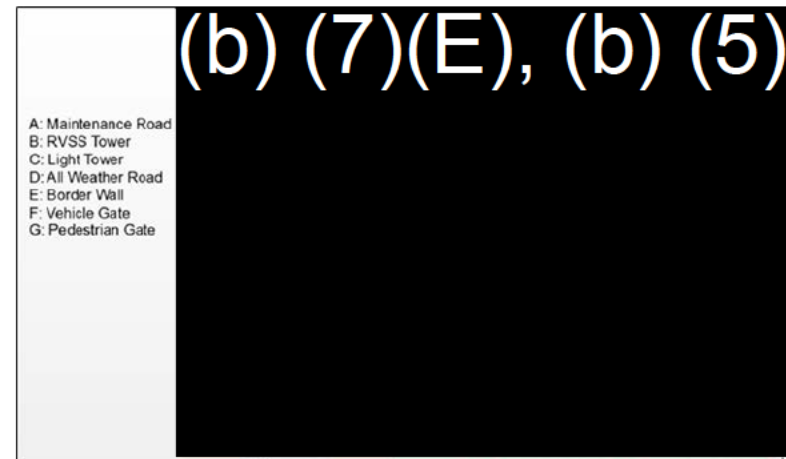
# BWSP Overview

## High Level Concept

- Levee Wall System
  - 28 miles in McAllen and Weslaco Station Areas of Responsibility (AORs)
- Wall System
  - 32 miles of wall to be selected from 53 miles of candidate border in the Rio Grande City and McAllen AORs
  - 14 miles of secondary fence to be replaced with 30' wall in the San Diego AOR



Levee wall system diagram



Wall system diagram





# BWSP Overview

## Levee Wall System

Capabilities of *Impedance and Denial, Domain Awareness, & Access and Mobility* Strategically Concentrated as an Enforcement System to Prevent and Deter Entry

A: 18' Steel  
Bollards  
B: Levee Road  
C: Border Wall  
D: All-Weather  
Road  
E: Lights/Cameras  
F: RVSS Tower

(b) (7)(E)

RVSS costs are not included in this ICE and any interface (deployment or sustainment) between RVSS and the border wall system will be paid for by the RVSS program

DHS-FOIA-DEP-002796



# BWSP Overview

## Wall System

(b) (7)(E), (b) (5)

A: Maintenance Road  
B: RVSS Tower  
C: Light Tower  
D: All Weather Road  
E: Border Wall  
F: Vehicle Gate  
G: Pedestrian Gate

RVSS costs are not included in this ICE and any interface (deployment or sustainment) between RVSS and the border wall system will be paid for by the RVSS program.

DHS-POL-CEP-1002797



# Independent Cost Estimate (ICE) Purpose

- Provide DHS leadership with an objective, unbiased cost estimate that can help support the Planning, Programming, Budgeting & Execution (PPBE) and the Acquisition Decision Event (ADE) decision making process
- Provide Program Office with a baseline to evaluate requirements and develop performance measurement baselines
- Response to House of Representatives Committee on Appropriations direction to provide an ICE for any proposed Border Wall System solutions



# BWSP ICE Team

NAME		ROLE	CONTACT INFO.
(b) (6)	ICE Team	CAD Government Lead (Full Time)	(b) (6)
(b) (6)		Contractor (Full-Time)	(b) (6)
(b) (6)		CAD Analyst (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6), (b) (7)(C)		Contractor (Part-Time)	(b) (6), (b) (7)(C)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)



# Program ICE Scope

## BWSP (Not in ICE Scope)

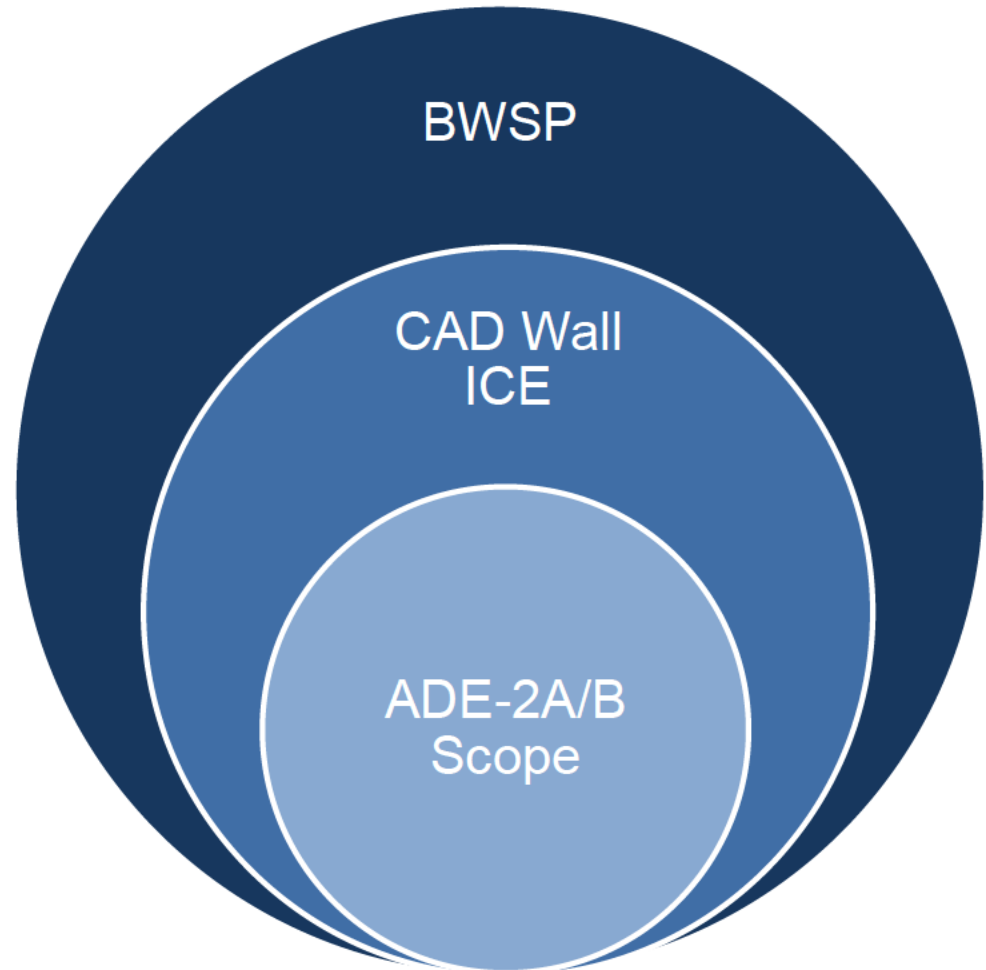
- Additional sectors based on future requirements/funding

## CAD Wall ICE

- 60 Miles in RGV
  - 32 Miles of Wall System
  - 28 Miles of Levee Wall
- 14 Miles of Fence Replacement in San Diego

## ADE-2A/B Decision

- 60 Miles in RGV
  - 32 Miles of Wall System
  - 28 Miles of Levee Wall



ACE-IT model will be constructed such that future segments can be added with minimal modification



# RGV High Level Schedule

RGV Levee Wall and Wall System Program Schedule

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
RGV 28 Miles of New Levee Wall																			
<b>10 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance/ Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
<b>Maintenance and Support</b>																			
<b>7 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance/ Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
<b>Maintenance and Support</b>																			
<b>11 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance/ Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
<b>Maintenance and Support</b>																			
RGV 32 Miles of New Border Barrier System																			
<b>32 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance/ Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
<b>Maintenance and Support</b>																			

(b) (5)



# San Diego High Level Schedule

SDC Fence Replacement Program Schedule

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
SDC 14 Miles of Fence Replacement																			
14 MILES																			
Planning and Construction																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
Maintenance and Support																			
General Assumptions:																			
(b) (5)																			



# Key Ground Rules and Assumptions

## Global GR&As

- Base Year (BY) of estimate is 2018
- Program Lifecycle – FOC plus 10 years
- (b) (5)
- RVSS costs are not included in this ICE and any interface (deployment or sustainment) between these programs and the border wall system will be paid for by their respective programs
- (b) (5)
- (b) (5)





# Key Ground Rules and Assumptions

## RGV Levee Wall GR&As

- [REDACTED] (b) (5)
- [REDACTED] (b) (5)
- Operations & Sustainment (O&S)
  - O&S associated with cameras, light fixtures, physical wall, vegetation and debris removal, electrical, roads, [REDACTED] (b) (7)(E) [REDACTED] system, and gates will be included in ICE

## RGV Wall System GR&As

- [REDACTED] (b) (5), (b) (7)(E)
- O&S
  - O&S associated with cameras, light fixtures, physical wall, vegetation and debris removal, electrical, roads, [REDACTED] (b) (7)(E), and gates will be included in ICE



# Key Ground Rules and Assumptions

## San Diego Fence Replacement GR&As

- (b) (5), (b) (7)(E)
- No new land will need to be acquired for fence replacement
- Current enforcement zone of (b) (7)(E) is sufficient (vs (b) (7)(E) that will be acquired in RGV)
- (b) (5)



# Deep Dives Conducted to Date

- Wall System/Levee Wall System Overview ((b) (6), (b) (7)(C))  
[REDACTED]
- Real Estate costs ((b) (6), (b) (7)(C))
- Legal process and legal costs ((b) (6), (b) (7)(C))
- ((b) (7)(E)) deployment ((b) (6), (b) (7)(C))
- US Army Corps of Engineers (USACE) process and USACE costs  
((b) (6))
- Hidalgo O-21A Levee Wall project ((b) (6), (b) (7)(C))
- Environmental impacts ((b) (6), (b) (7)(C))
- Historical Operations and Sustainment Costs ((b) (6), (b) (7)(C))

Additional deep dive sessions may be necessary as data collection continues



# Data Sources Received to Date

- Programmatic Data:
  - Program CEBD
  - RGV/San Diego sector maps
  - Program staffing/FTE charts
- Schedule Data:
  - BWSP Preliminary IMS
- Cost Data:
  - Levee Wall
    - Hidalgo O-21A levee wall
  - Wall System
    - Wall Prototype ROMs
  - Fence Replacement Projects
    - Program Requirements Documents (PRDs)
  - USACE historical costs
- Cost Data (Con't):
  - Real Estate
    - Land purchase/leasing cost by site
  - Legal
    - Historical IAA costs from DOJ
  - (b) (7)(E)
    - Commercial proposals
  - Roads
    - PRDs for road improvement projects
  - Environmental
    - Expected (b) (5)
  - Operations and Sustainment
    - Expected (b) (5)

Additional data sources may be requested as estimate is built



# Work Breakdown Structure (WBS)

## CAD ICE WBS

Level	#	CAD ICE WBS
1	<b>1.0</b>	<b>Investment</b>
2	1.1	RGV
3	1.1.1	RGV Levee Wall System (28 miles)
4	1.1.1.1	Program/Project Management
4	1.1.1.2	Architecture/Engineering Design
4	1.1.1.3	Planning & Design
4	1.1.1.4	Construction
4	1.1.1.5	Procurement
1	<b>2.0</b>	<b>O&amp;S</b>
2	2.1	RGV
3	2.1.1	RGV Levee Wall System (28 miles)
4	2.1.1.1	Program/Project Management
4	2.1.1.2	Architecture/Engineering Design
4	2.1.1.3	Facility Support Services
4	2.1.1.4	Facility Maintenance & Repair (M&R)
4	2.1.1.5	Functional Manpower
4	2.1.1.6	Real Estate Expenses
4	2.1.1.7	Follow-On Regulatory Compliance
4	2.1.1.8	Other Operations & Maintenance

CAD will ensure ICE WBS and associated costs can be traced to BWSP WBS for ease of comparison



# Cost Estimating Plan

TASK	START DATE	END DATE	ACTIVITIES / OBJECTIVES
1.0 Wall ICE Kickoff	5/8/2017	5/15/2017	<ul style="list-style-type: none"><li>• Draft CFO Memo</li><li>• Signed &amp; Deliver CFO Memo</li><li>• Develop Cost Estimating Plan</li><li>• Hold Kickoff with Wall PMO</li></ul>
2.0 Initial Data Collection and Deep Dive Interviews	5/16/2017	6/19/2017	<ul style="list-style-type: none"><li>• Conduct Interviews with Program Personnel</li><li>• Collect all CEBD Source Documents &amp; CEBD (if available)</li><li>• Collect Procurement/Deployment Schedule</li></ul>
3.0 Cost Review Boards	6/27/2017	(b) (5)	<ul style="list-style-type: none"><li>• Initial Cost Review Board (6/27/2017)</li></ul>
4.0 Develop Estimate	5/23/2017	(b) (5)	(b) (5)
5.0 CAD Review and Approval	(b) (5)	(b) (5)	(b) (5)
6.0 PMO Review	(b) (5)	(b) (5)	(b) (5)
7.0 Final ICE Model Delivery	(b) (5)	(b) (5)	(b) (5)



# ICE Schedule Drivers

- Current CAD identified risks / uncertainties

- Risks associated with estimating effort:

(b) (5)

- Cost and schedule risks, to be addressed in the analysis, that the team is currently aware of:

- Results of wall system prototypes will not be available until late summer/early fall
    - Level of fidelity of requirements for camera/lighting equipment and associated costs (b) (7)(E)
    - Uncertainty regarding project sections to be selected for the wall segment
    - Schedule risk associated with legal/litigation efforts



# Highlighted Next Steps

- Ongoing data collection/clarification effort
- Refine GR&As
- Analyze cost and quantity data to develop Cost Estimating Relationships (CERs)
- Develop cost model in ACEIT
- Trip to Southwest Border 1-3 August 2017
- Prepare a point estimate to be presented at the mid-term cost review board meeting (TBD early Aug)





# Questions?

**From:** (b) (6), (b) (7)(C) on behalf of (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
(b) (6)  
(b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C) (b) (6)  
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-----Original Appointment-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, June 26, 2017 10:23 AM  
**To:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C) (b) (6)  
(b) (6), (b) (7)(C) (b) (6)  
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Please print asap

Thanks

(b) (6), (b) (7)(C)

All times listed are in the following time zone: (UTC-05:00) Eastern Time (US & Canada)

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**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 14, 2017 2:14:07 PM  
**To:** (b) (6), (b) (7)(C)  
(b) (6)  
(b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C) (b) (6) (b) (6), (b) (7)(C)  
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# CPB Border Wall System Program

## Independent Cost Estimate (ICE) ***Initial Cost Review Board***

DHS CFO Cost Analysis Division (CAD)

June 27, 2017



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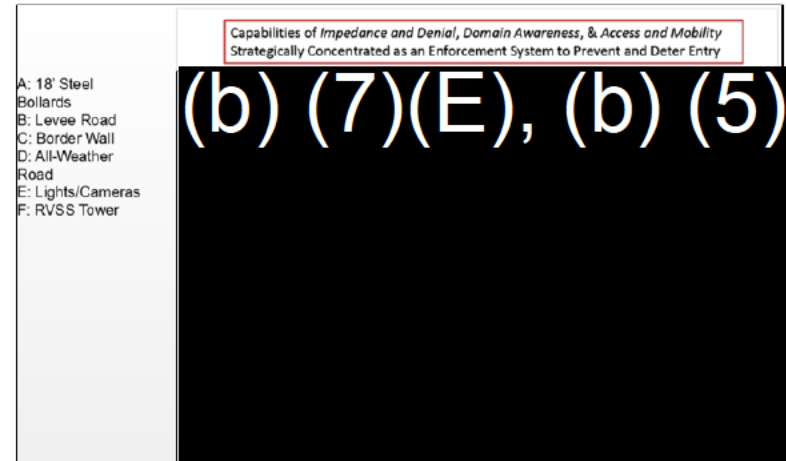
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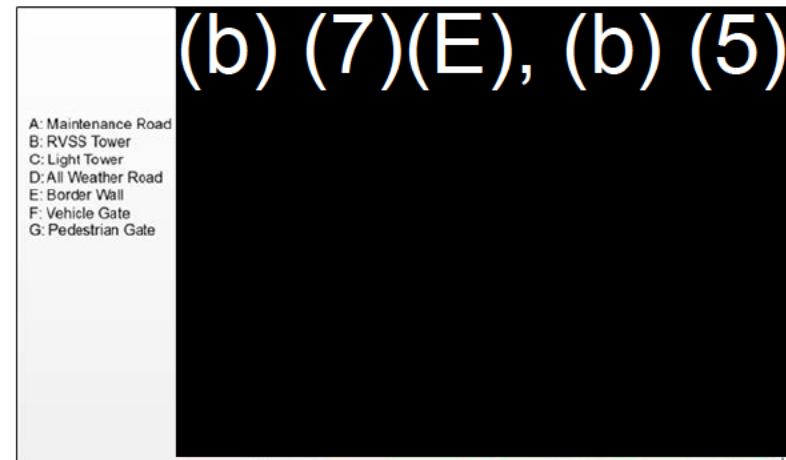
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  - 32 miles of wall to be selected from 53 miles of candidate border in the Rio Grande City and McAllen AORs
  - 14 miles of secondary fence to be replaced with (b) (7)(E) wall in the San Diego AOR



Levee wall system diagram



Wall system diagram



# BWSP Overview

## Levee Wall System

Capabilities of *Impedance and Denial, Domain Awareness, & Access and Mobility* Strategically Concentrated as an Enforcement System to Prevent and Deter Entry

A: 18' Steel Bollards  
B: Levee Road  
C: Border Wall  
D: All-Weather Road  
E: Lights/Cameras  
F: RVSS Tower

(b) (7)(E)

RVSS costs are not included in this ICE and any interface (deployment or sustainment) between RVSS and the border wall system will be paid for by the RVSS program

DHS-FDA-BP-002819





# BWSP Overview

## Wall System

(b) (7)(E), (b) (5)

A: Maintenance Road  
B: RVSS Tower  
C: Light Tower  
D: All Weather Road  
E: Border Wall  
F: Vehicle Gate  
G: Pedestrian Gate

RVSS costs are not included in this ICE and any interface (deployment or sustainment) between RVSS and the border wall system will be paid for by the RVSS program.

DHS-FBI-ICEP-002820



# Independent Cost Estimate (ICE) Purpose

- Provide DHS leadership with an objective, unbiased cost estimate that can help support the Planning, Programming, Budgeting & Execution (PPBE) and the Acquisition Decision Event (ADE) decision making process
- Provide Program Office with a baseline to evaluate requirements and develop performance measurement baselines
- Response to House of Representatives Committee on Appropriations direction to provide an ICE for any proposed Border Wall System solutions



# BWSP ICE Team

NAME		ROLE	CONTACT INFO.
(b) (6)	ICE Team	CAD Government Lead (Full Time)	(b) (6)
(b) (6)		Contractor (Full-Time)	(b) (6)
(b) (6)		CAD Analyst (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6), (b) (7)(C)		Contractor (Part-Time)	(b) (6), (b) (7)(C)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)
(b) (6)		Contractor (Part-Time)	(b) (6)



# Program ICE Scope

## BWSP (Not in ICE Scope)

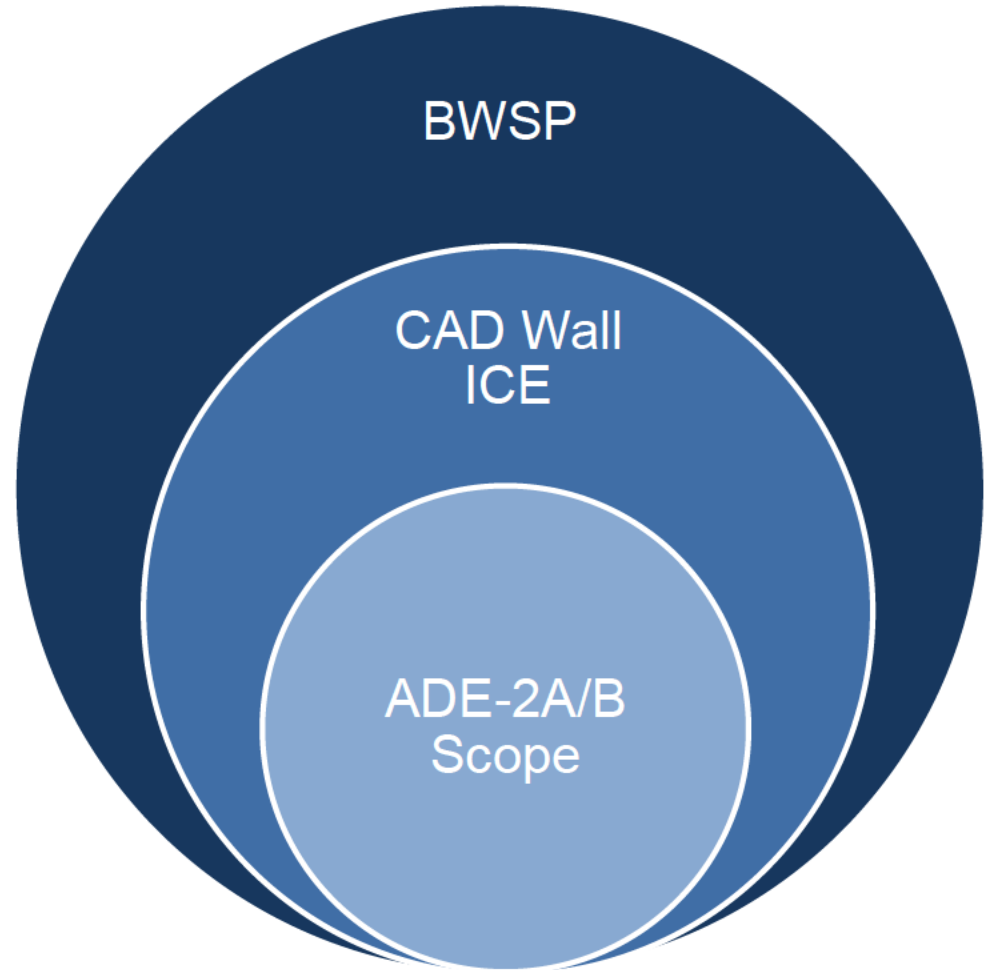
- Additional sectors based on future requirements/funding

## CAD Wall ICE

- 60 Miles in RGV
  - 32 Miles of Wall System
  - 28 Miles of Levee Wall
- 14 Miles of Fence Replacement in San Diego

## ADE-2A/B Decision

- 60 Miles in RGV
  - 32 Miles of Wall System
  - 28 Miles of Levee Wall



ACE-IT model will be constructed such that future segments can be added with minimal modification



	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
<b>RGV 28 Miles of New Levee Wall</b>																			
<b>10 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environametal Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construcion Complete																			
<b>Maintenance and Support</b>																			
<b>7 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environametal Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construcion Complete																			
<b>Maintenance and Support</b>																			
<b>11 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environametal Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construcion Complete																			
<b>Maintenance and Support</b>																			
<b>RGV 32 Miles of New Border Barrier System</b>																			
<b>32 MILES</b>																			
<b>Planning and Construction</b>																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			



# San Diego High Level Schedule

SDC Fence Replacement Program Schedule

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35
SDC 14 Miles of Fence Replacement																			
14 MILES																			
Planning and Construction																			
Project Reconnaissance / Scope Definition																			
Funds Received																			
RE for ROE/SE																			
Real Estate Certified																			
Environmental Waiver Signed																			
AE Design Award																			
AE Design Complete																			
Construction Contract Award																			
Construction Complete																			
Maintenance and Support																			
General Assumptions:																			
(b) (5)																			



# Key Ground Rules and Assumptions

## Global GR&As

- Base Year (BY) of estimate is 2018
- Program Lifecycle – FOC plus 10 years
- (b) (5)
- RVSS costs are not included in this ICE and any interface (deployment or sustainment) between these programs and the border wall system will be paid for by their respective programs
- (b) (5)
- (b) (5)



# Key Ground Rules and Assumptions

## RGV Levee Wall GR&As

- [REDACTED] (b) (5)
- [REDACTED] (b) (5)
- Operations & Sustainment (O&S)
  - O&S associated with cameras, light fixtures, physical wall, vegetation and debris removal, electrical, roads, [REDACTED] (b) (7)(E) [REDACTED] system, and gates will be included in ICE

## RGV Wall System GR&As

- [REDACTED] (b) (5), (b) (7)(E)
- O&S
  - O&S associated with cameras, light fixtures, physical wall, vegetation and debris removal, electrical, roads, [REDACTED] (b) (7)(E), and gates will be included in ICE





# Key Ground Rules and Assumptions

## San Diego Fence Replacement GR&As

- (b) (5), (b) (7)(E)
- No new land will need to be acquired for fence replacement
- Current enforcement zone of (b) (7)(E) is sufficient (vs (b) (7)(E) that will be acquired in RGV)
- (b) (5)



# Deep Dives Conducted to Date

- Wall System/Levee Wall System Overview ((b) (6), (b) (7)(C))  
[REDACTED]
- Real Estate costs ((b) (6), (b) (7)(C))
- Legal process and legal costs ((b) (6), (b) (7)(C))
- (b) (7)(E) deployment ((b) (6), (b) (7)(C))
- US Army Corps of Engineers (USACE) process and USACE costs  
((b) (6))
- Hidalgo O-21A Levee Wall project ((b) (6), (b) (7)(C))
- Environmental impacts ((b) (6), (b) (7)(C))
- Historical Operations and Sustainment Costs ((b) (6), (b) (7)(C))

Additional deep dive sessions may be necessary as data collection continues



# Data Sources Received to Date

- Programmatic Data:
  - Program CEBD
  - RGV/San Diego sector maps
  - Program staffing/FTE charts
- Schedule Data:
  - BWSP Preliminary IMS
- Cost Data:
  - Levee Wall
    - Hidalgo O-21A levee wall
  - Wall System
    - Wall Prototype ROMs
  - Fence Replacement Projects
    - Program Requirements Documents (PRDs)
  - USACE historical costs
- Cost Data (Con't):
  - Real Estate
    - Land purchase/leasing cost by site
  - Legal
    - Historical IAA costs from DOJ
  - (b) (7)(E)
    - Commercial proposals
  - Roads
    - PRDs for road improvement projects
  - Environmental
    - Expected (b) (5)
  - Operations and Sustainment
    - Expected (b) (5)

Additional data sources may be requested as estimate is built



# Work Breakdown Structure (WBS)

## CAD ICE WBS

Level	#	CAD ICE WBS
1	<b>1.0</b>	<b>Investment</b>
2	1.1	RGV
3	1.1.1	RGV Levee Wall System (28 miles)
4	1.1.1.1	Program/Project Management
4	1.1.1.2	Architecture/Engineering Design
4	1.1.1.3	Planning & Design
4	1.1.1.4	Construction
4	1.1.1.5	Procurement
1	<b>2.0</b>	<b>O&amp;S</b>
2	2.1	RGV
3	2.1.1	RGV Levee Wall System (28 miles)
4	2.1.1.1	Program/Project Management
4	2.1.1.2	Architecture/Engineering Design
4	2.1.1.3	Facility Support Services
4	2.1.1.4	Facility Maintenance & Repair (M&R)
4	2.1.1.5	Functional Manpower
4	2.1.1.6	Real Estate Expenses
4	2.1.1.7	Follow-On Regulatory Compliance
4	2.1.1.8	Other Operations & Maintenance

CAD will ensure ICE WBS and associated costs can be traced to BWSP WBS for ease of comparison



# Cost Estimating Plan

TASK	START DATE	END DATE	ACTIVITIES / OBJECTIVES
1.0 Wall ICE Kickoff	5/8/2017	5/15/2017	<ul style="list-style-type: none"><li>• Draft CFO Memo</li><li>• Signed &amp; Deliver CFO Memo</li><li>• Develop Cost Estimating Plan</li><li>• Hold Kickoff with Wall PMO</li></ul>
2.0 Initial Data Collection and Deep Dive Interviews	5/16/2017	6/19/2017	<ul style="list-style-type: none"><li>• Conduct Interviews with Program Personnel</li><li>• Collect all CEBD Source Documents &amp; CEBD (if available)</li><li>• Collect Procurement/Deployment Schedule</li></ul>
3.0 Cost Review Boards	6/27/2017	(b) (5)	<ul style="list-style-type: none"><li>• Initial Cost Review Board (6/27/2017)</li></ul>
4.0 Develop Estimate	5/23/2017	(b) (5)	(b) (5)
5.0 CAD Review and Approval	(b) (5)	(b) (5)	(b) (5)
6.0 PMO Review	(b) (5)	(b) (5)	(b) (5)
7.0 Final ICE Model Delivery	(b) (5)	(b) (5)	(b) (5)



# ICE Schedule Drivers

- Current CAD identified risks / uncertainties

- Risks associated with estimating effort:

(b) (5)

- Cost and schedule risks, to be addressed in the analysis, that the team is currently aware of:

- Results of wall system prototypes will not be available until late summer/early fall
    - Level of fidelity of requirements for camera/lighting equipment and associated costs (b) (7)(E)
    - Uncertainty regarding project sections to be selected for the wall segment
    - Schedule risk associated with legal/litigation efforts



# Highlighted Next Steps

- Ongoing data collection/clarification effort
- Refine GR&As
- Analyze cost and quantity data to develop Cost Estimating Relationships (CERs)
- Develop cost model in ACEIT
- Trip to Southwest Border 1-3 August 2017
- Prepare a point estimate to be presented at the mid-term cost review board meeting (TBD early Aug)



# Questions?



**From:** (b) (6), (b) (7)(C)  
**To:** [BPAM PMO TASKS](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: (b) (6), (b) (7)(C) RESPONSE REQUIRED: RE: Review of S1/S2 and OMB Comments and Changes to BSIP (Response)  
DUE: 10/30 @ 3PM (Mon) LEAD: (b) (6), (b) (7)(C)  
**Date:** Wednesday, November 01, 2017 11:21:21 AM  
**Attachments:** [image001.png](#)

---

(b) (6), (b) (7)(C)

Prototype Completion date was actually Oct 24  
SDC replacement RFP issued 18 Oct

(b) (6), (b) (7)(C)  
BPAM Project Manager  
LMI Contractor  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS  
**Sent:** Wednesday, November 01, 2017 11:08 AM  
**To:** (b) (6), (b) (7)(C)  
>  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: (b) (6), (b) (7)(C) RESPONSE REQUIRED: RE: Review of S1/S2 and OMB Comments and Changes to BSIP (Response) DUE: 10/30 @ 3PM (Mon) LEAD: (b) (6), (b) (7)(C)

Good Morning,

Let me know when this is good to submit, OFAM/ES was pinging for it this morning.

Thanks,

(b) (6), (b) (7)(C)  
Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, October 31, 2017 4:29 PM

**To:** (b) (6), (b) (7)(C) >

**Cc:** (b) (6), (b) (7)(C)

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]; BPAM PMO TASKS (b) (7)(E) >; (b) (6), (b) (7)(C)  
[REDACTED]

**Subject:** RE: (b) (6), (b) (7)(C) RESPONSE REQUIRED: RE: Review of S1/S2 and OMB Comments and Changes to BSIP (Response) DUE: 10/30 @ 3PM (Mon) LEAD: (b) (6), (b) (7)(C)

Good afternoon, (b) (6), (b) (7)(C)

So...we were tasked on a few items in the attachment; but in the end, we were asked to comment on BSIP #30 (starting page 67). The blue highlighted text below is what was asked of us to verify/update. The yellow highlighted text below include a few items I noticed could be updated.

Please review. If I don't hear from you, I will find you tomorrow.

Happy Halloween – going to eat all the candy before the kids come knocking.

(b) (6), (b) (7)(C)

-

**BSIP Initiative #30: Border Wall**

OVERVIEW: Physical barriers are a core component of OPCON, assisting with impeding and denying illegal border crossings. There are more than 600 miles of physical barriers currently deployed on the southwest border. The last major initiative to construct barriers occurred between 2006 and 2008. Recently, EO 13767 reinforced the focus on building border walls. This investment initiative focuses on replacing outdated walls and barriers that are already in existence along the southern border. It also seeks to create new physical barriers that can enhance OPCON along the southern border.

CBP surveyed the entire border and identified the border areas that have the most significant impact on border security given the current traffic, trends, and threats. Appendix B outlines the methodology for impedance and denial that was used to identify 12 priority areas. If CBP builds border walls in the 12 identified priority areas, coupled with technology investment and changes to immigration enforcement statutes and policies, we are confident that we will be able to achieve operational control of the border. CBP estimates that constructing border walls in the 12 priority areas will cost approximately (b) (5). Given the dynamic nature of migration traffic and threats,

determination of priorities will be an iterative process following the methodology as outlined in Appendix B.

STRATEGIC ALIGNMENT: BSIP Goal 2, Objective 1

IMPLEMENTATION PLAN: This initiative includes border barrier investments funded in FY 2017, requested in the FY 2018 Budget, and under consideration for future budgets. The following is a list of FY 2017 and FY 2018 projects, including planned milestones and status. All planned dates are estimates and are subject to change.

*Prototype Wall Construction:* With Congressional support, CBP reprogrammed \$20 million in previously appropriated funds in 2017 to construct wall prototypes with both concrete and other materials. The purpose of the prototype is to allow CBP to evaluate the features of the contractor designs for potential inclusion in a border wall design standard to be developed by the Federal Government immediately following the construction and evaluation of the prototype designs. The prototypes, currently being constructed in the San Diego Sector, will facilitate USBP's ability to assess critical operational aspects of wall design to include: 1) breachability (e.g., going through the wall), 2) climbability (e.g., going over the wall), 3) and anti-dig (e.g., digging under the wall).

- Prototype Phase 1 proposals were due April 4, 2017.
- Prototype Phase 2 proposals were due June 12, 2017.
- Prototype contract awards occurred on August 31, 2017, for concrete and on September 7, 2017 for other materials.
- Prototype construction began on September 26, 2017, (b) (5) 2017.

-  
*San Diego Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves removal and replacement of approximately 14 miles of landing mat wall with steel bollard wall. The location is within San Diego's Border Infrastructure System starting from the eastern end of Border Field State Park and extending eastward approximately 14 miles. The project area is located along the international border next to the City of Tijuana.

- The architect/engineering (A/E) contract was awarded on June 14, 2017.
- The construction contract for replacement (b) (5)
- The construction contract is estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5).

*El Centro Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately two miles of legacy pedestrian wall with steel bollard wall. This will be located on the west side of the Calexico POE in Imperial Valley County, California, adjacent to the United States/Mexico border.

- The A/E contract was awarded on June 14, 2017.
- U.S. Army Corps of Engineers (USACE) released the Request for Proposals (RFP) on August 31, 2017.
- The construction contracts are estimated to be awarded in (b) (5).
- Construction is estimated to start in (b) (5).

*El Paso Vehicle Barrier Replacement:* Funded with FY 2017 enacted appropriations, this project will replace approximately 20 miles of vehicle barrier with steel bollard wall. This is located on the west side of the Santa Teresa POE in Dona Ana County, New Mexico, next to the U.S./Mexico border.

- The A/E contract was awarded on June 14, 2017.
- USACE released the RFP on September 20, 2017.
- The construction contracts are estimated to be awarded (b) (5).
- Construction is estimated to start (b) (5).

*El Paso Pedestrian Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately four miles of chain-link fence with steel bollard wall. This will be located on the west side of the (b) (7)(E) in El Paso County, Texas. The project area is located next to the Rio Grande River.

(b) (5)

*Rio Grande Valley (RGV) Gates:* Funded with FY 2017 enacted appropriations, this project will complete a previous initiative by filling in the remaining gaps within the primary pedestrian wall with the installation of 35 motorized gates, which will be additional to the 42 existing gates that were installed in 2012. These gates are located in Cameron and Hidalgo counties.

- The A/E contract was awarded on June 14, 2017.
- Construction schedule is pending real estate clearance.

*RGV Levee Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 28 miles of Levee Wall System in the McAllen and Weslaco Station areas of responsibility. Milestones for the initial three miles are as follows, assuming BPAM PMO

(b) (5)

- The A/E contract was awarded on June 14, 2017.
- (b) (5)
- The construction contract is estimated to be awarded (b) (5)
- Construction is estimated to start (b) (5)

(b) (5)

*RGV Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 32 miles of Wall System in the Rio Grande City and McAllen Stations. This border barrier system includes a combination of various types of infrastructure such as wall, lighting, enforcement cameras and other related technology, and all-weather roads.

- Schedule and milestones are to be developed.

*San Diego Secondary Wall Replacement:* Included in the FY 2018 President's Budget, this project involves the removal and replacement of 14 miles of existing secondary pedestrian wall, starting and spanning 14 miles east of the ocean, which is breached approximately (b) (7)(E) times a year. The

replacement wall will be based on the design standards developed from the prototype project.

- USACE estimates will be ready to advertise in (b) (5)
- The construction contract is estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5).

Activity Type	*Miles/ Count	Funding	FY 2017	FY 2018			
				Q1	Q2	Q3	Q4
FY 2017 Enacted		\$441.0	\$0	(b) (5)			
Gates <sup>1</sup>	35	\$49.2	\$0				
Replacement Wall <sup>4</sup>	40	\$292.0	\$0				
Road Construction	26	\$77.4	\$0				
Road Maintenance	758	\$22.4	\$0				
FY 2018 Budget <sup>3</sup>		(b) (5)			(5)		
Wall System (San Diego)	14						
Wall System (RGV) <sup>5</sup>	32						
Levee Wall System (RGV) <sup>2</sup>	28						

\*All Activity Type units are expressed in miles EXCEPT for Gates (count)

(b) (5)

(b) (6), (b) (7)(C)

Program Analyst, Business Operations Division

Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Monday, October 30, 2017 2:25 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

**Importance:** High

Good Afternoon,

Another short turnaround ☹️ (b) (6), (b) (7)(C) if you could take the lead on drafting responses with coordination from the others: Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and provide a response.

p.64	(b) (5)
p.67	
p.67	

**DOCUMENT PASSWORD:** (b) (7)(E)

OFAM is requesting this back NLT 4:00 PM today.

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

[REDACTED]

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---

**From:** OFAM-TASKINGS

**Sent:** Monday, October 30, 2017 2:16 PM

**To:** FMEEXECSUPPORT (b) (7)(E) BPAM PMO TASKS

(b) (7)(E); OFAM Business Operations Executive Support

(b) (7)(E)

**Cc:** OFAM-TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

FM&E/BPAM,

Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and advise if there are any investment initiatives that were missed but should be included.

Please provide your response by **4pm TODAY.**

ES –  
OFAM

(b) (5)

Password highlighted in email chain below

Thank you!

(b) (6), (b) (7)(C)

Senior Task Manager

Agile Group

Office of Facilities and Asset Management

U.S. Customs and Border Protection

Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec

**Sent:** Monday, October 30, 2017 1:45 PM

**To:** OFAM-TASKINGS (b) (7)(E); OF TASKINGS (b) (7)(E)

CAO EXECUTIVE OFFICE (b) (7)(E); HRM TASKINGS

(b) (7)(E) >

**Cc:** Enterprise Services Exec Sec <(b) (7)(E)>

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

Good afternoon OFAM, OF, OAct, and HRM,

Please see the task attached and below and provide a response by no later than COB today, in order to provide for a short Front Office review.

Thank you,

(b) (6), (b) (7)(C)

Enterprise Services ExecSec  
Senior Management Council ExecSec  
U.S. Customs and Border Protection



**From:** (b) (6), (b) (7)(C) On Behalf Of PARE TASKINGS

**Sent:** Monday, October 30, 2017 1:30 PM

**To:** BPTasking (b) (7)(E) AMO TASKING (b) (7)(E)  
OFOTASKINGS (b) (7)(E) Enterprise Services Exec Sec  
(b) (7)(E) LSS Taskings (b) (7)(E); OI TASKINGS  
(b) (7)(E) >; OFAM-TASKINGS (b) (7)(E); OF TASKINGS  
(b) (7)(E) >; ACQUISITIONEXECSEC (b) (7)(E) >; HRM  
TASKINGS < (b) (7)(E) LESC Command (b) (7)(E) >;  
CPOEXECSEC (b) (7)(E); FMEEXECSUPPORT  
(b) (7)(E) INA TASKING (b) (7)(E) >

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Review of S1/S2 and OMB Comments and Changes to BSIP

<b>Tasker Name</b>	<b>Review of S1/S2 and OMB Comments to Border Security Improvement Plan</b>
<b>Lead Office(s)</b>	<b>OS – Integrated Planning Division</b>
<b>Required Coordination</b>	<i>USBP, AMO, OFO, ES, ES-OFAM, ES-Office of Finance, ES-Office of Accountability, ES-HRM, OS-LESC, OS-OI, OS-INA, OS-PARE/CRD</i>  <i>Please advise if others required</i>
<b>Product</b>	<b>DOCUMENT PASSWORD:</b> (b) (7)(E)  The Secretary of DHS and the Deputy Secretary of DHS along with the Office of Management & Budget (OMB) provided edits and comments to CBP for the Border Security Improvement Plan (BSIP) late last week. In addition, CBP leadership has provided additional guidance that we should include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP).



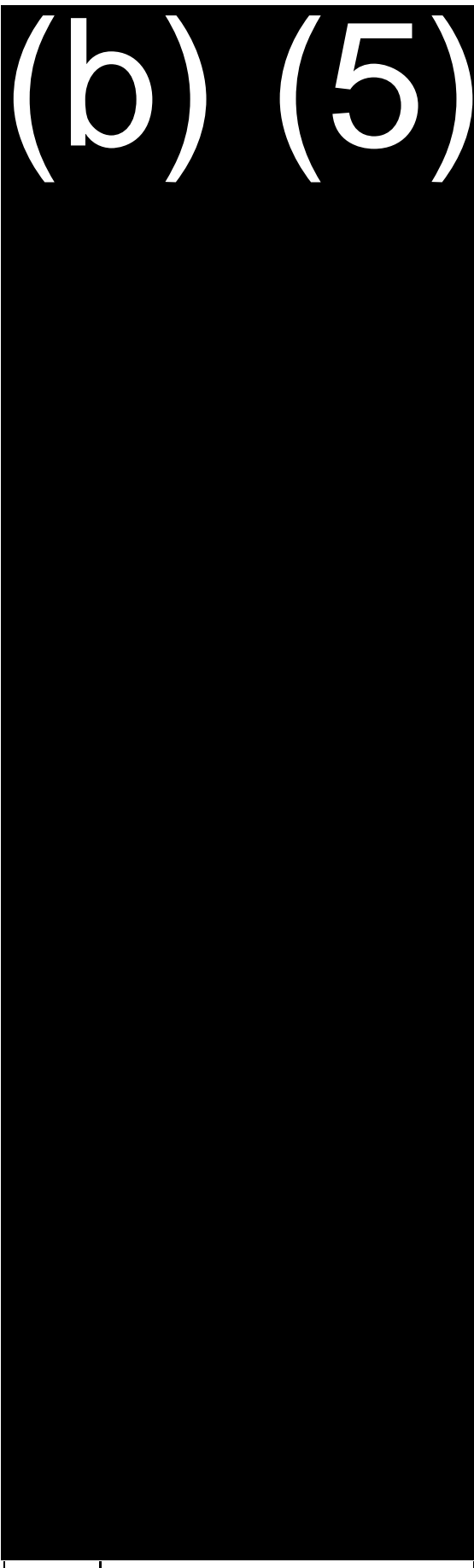
The attached version of the BSIP includes edits and changes from these sources of guidance. It also includes comments from OMB. Most of the edits/comments have been addressed, but there are specific issues that need to be reviewed. The FY18 and FY19 Congressional Justification were the source documents for most of the information for the new initiatives and the funding amounts in this version.

1. All funding amounts need to be re-confirmed for the FY17 Enacted amounts and the FY18 President's Budget.
2. For the new initiatives – each program office needs to confirm whether the initiative should be included in the BSIP. If it should be included, then please validate the narrative text and funding amounts.
3. For anything that was not included, but should – please advise if there are any investment initiatives that were missed and should be included in the BSIP.
4. Please respond to OMB comments in the attached report.

For ease of reference the blow chart lists the pages and comments that each office needs to address.

Office	Page	Issue/Comment
USBP	(b) (5)	

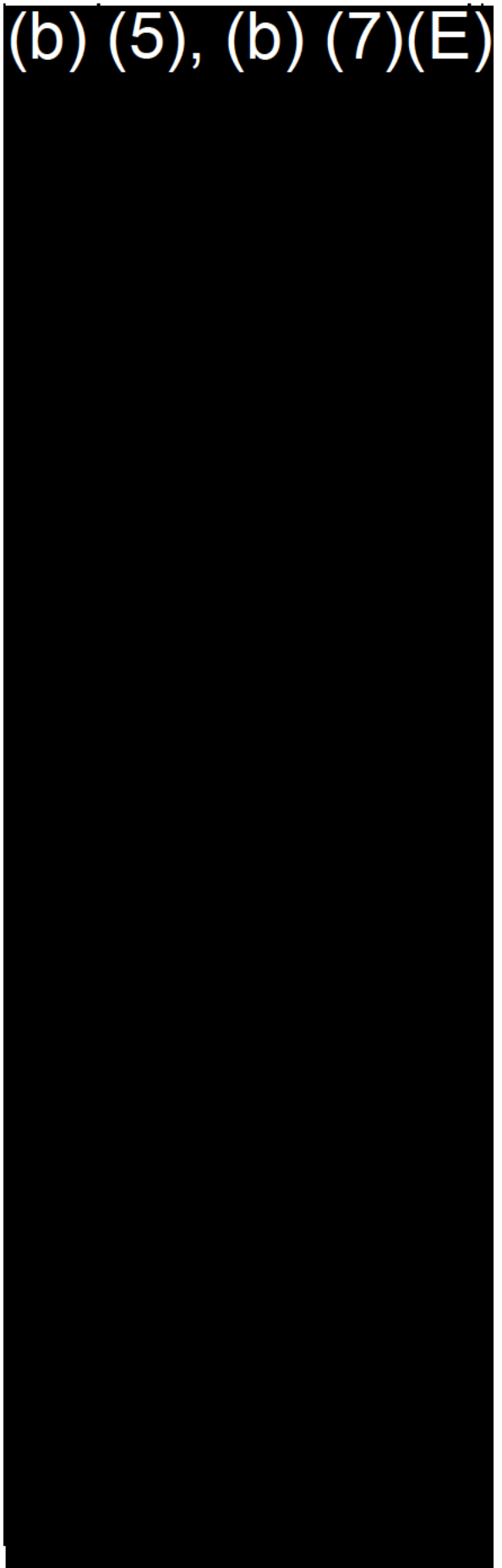
(b) (5)



(b) (5)

AMO

(b) (5), (b) (7)(E)

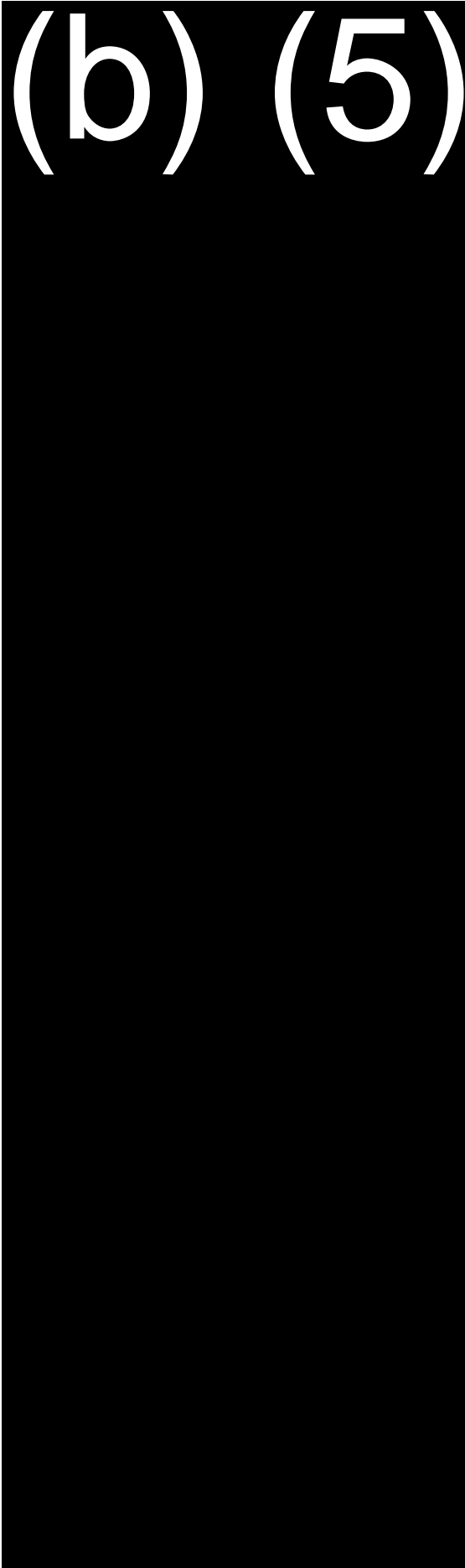


(b) (5)

(b) (5)

OFO

(b) (5)



(b) (5)

ES

ES –  
OFAM



	ES - Budget	<div>(b) (5)</div>
	ES – Acquisition	
	ES- HRM	
	OS-CRD	
	OS-LSS	
	OS-INA	
	OS-LESC	

		(b) (5)
	OS-OI	
<b>Requestor</b>	OS – IPD, (b) (6), (b) (7)(C)	
<b>Notes</b>		
<b>Due to CBP Tasking</b>	<b>NLT 10 AM Tuesday October 31, 2017</b>	

**Please advise ASAP if any other office needs to be added as a required coordinator**

***Required Coordinators - Please provide input to the lead office as soon as possible.***

*Tasker information, contact lists, and templates can be found online at (b) (7)(E). Please ensure that your response adheres to the guidelines set forth in the CBP Style Book, which can be found at (b) (7)(E). Please do not modify subject lines as we use them for tracking purposes.*

**\* Please note: if you receive a duplicate tasking from OC BRIEFING STAFF please cc them on your response to us. Thank you.**

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C); [BPAM PMO TASKS](#)  
**Subject:** RE: (b) (6), (b) (7)(C) RESPONSE REQUIRED: RE: Review of S1/S2 and OMB Comments and Changes to BSIP (Response)  
DUE: 10/30 @ 3PM (Mon) LEAD: (b) (6), (b) (7)(C)  
**Date:** Tuesday, October 31, 2017 4:28:54 PM  
**Attachments:** [image001.png](#)  
(b) (5)

---

Good afternoon, (b) (6), (b) (7)(C)

So...we were tasked on a few items in the attachment; but in the end, we were asked to comment on BSIP #30 (starting page 67). The blue highlighted text below is what was asked of us to verify/update. The yellow highlighted text below include a few items I noticed could be updated.

Please review. If I don't hear from you, I will find you tomorrow.

Happy Halloween – going to eat all the candy before the kids come knocking.

(b) (6), (b) (7)(C)

-  
**BSIP Initiative #30: Border Wall**

OVERVIEW: Physical barriers are a core component of OPCODE, assisting with impeding and denying illegal border crossings. There are more than 600 miles of physical barriers currently deployed on the southwest border. The last major initiative to construct barriers occurred between 2006 and 2008. Recently, EO 13767 reinforced the focus on building border walls. This investment initiative focuses on replacing outdated walls and barriers that are already in existence along the southern border. It also seeks to create new physical barriers that can enhance OPCODE along the southern border.

CBP surveyed the entire border and identified the border areas that have the most significant impact on border security given the current traffic, trends, and threats. Appendix B outlines the methodology for impedance and denial that was used to identify 12 priority areas. If CBP builds border walls in the 12 identified priority areas, coupled with technology investment and changes to immigration enforcement statutes and policies, we are confident that we will be able to achieve operational control of the border. CBP estimates that constructing border walls in the 12 priority areas will cost approximately (b) (5). Given the dynamic nature of migration traffic and threats, determination of priorities will be an iterative process following the methodology as outlined in Appendix B.

STRATEGIC ALIGNMENT: BSIP Goal 2, Objective 1

IMPLEMENTATION PLAN: This initiative includes border barrier investments funded in FY 2017, requested in the FY 2018 Budget, and under consideration for future budgets. The following is a list of FY 2017 and FY 2018 projects, including planned milestones and status. All planned dates are

estimates and are subject to change.

*Prototype Wall Construction:* With Congressional support, CBP reprogrammed \$20 million in previously appropriated funds in 2017 to construct wall prototypes with both concrete and other materials. The purpose of the prototype is to allow CBP to evaluate the features of the contractor designs for potential inclusion in a border wall design standard to be developed by the Federal Government immediately following the construction and evaluation of the prototype designs. The prototypes, currently being constructed in the San Diego Sector, will facilitate USBP's ability to assess critical operational aspects of wall design to include: 1) breachability (e.g., going through the wall), 2) climbability (e.g., going over the wall), 3) and anti-dig (e.g., digging under the wall).

- Prototype Phase 1 proposals were due April 4, 2017.
- Prototype Phase 2 proposals were due June 12, 2017.
- Prototype contract awards occurred on August 31, 2017, for concrete and on September 7, 2017 for other materials.
- Prototype construction began on September 26, 2017, and was completed on (b) (5)

-  
*San Diego Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves removal and replacement of approximately 14 miles of landing mat wall with steel bollard wall. The location is within San Diego's Border Infrastructure System starting from the eastern end of Border Field State Park and extending eastward approximately 14 miles. The project area is located along the international border next to the City of Tijuana.

- The architect/engineering (A/E) contract was awarded on June 14, 2017.
- The construction contract for replacement is estimated to be advertised in October 2017.
- The construction contract is estimated to be awarded in (b) (5).
- Construction is estimated to start in (b) (5)

*El Centro Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately two miles of legacy pedestrian wall with steel bollard wall. This will be located on the west side of the Calexico POE in Imperial Valley County, California, adjacent to the United States/Mexico border.

- The A/E contract was awarded on June 14, 2017.
- U.S. Army Corps of Engineers (USACE) released the Request for Proposals (RFP) on August 31, 2017.
- The construction contracts are estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5)

*El Paso Vehicle Barrier Replacement:* Funded with FY 2017 enacted appropriations, this project will replace approximately 20 miles of vehicle barrier with steel bollard wall. This is located on the west side of the Santa Teresa POE in Dona Ana County, New Mexico, next to the U.S./Mexico border.

- The A/E contract was awarded on June 14, 2017.
- USACE released the RFP on September 20, 2017.
- The construction contracts are estimated to be awarded (b) (5).
- Construction is estimated to start (b) (5)

*El Paso Pedestrian Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately four miles of chain-link fence with steel bollard wall. This will be located on the west side of the (b) (7)(E) in El Paso County, Texas. The project area is located next to the Rio Grande River.

- The A/E contract was awarded on June 14, 2017.

(b) (5)

*Rio Grande Valley (RGV) Gates:* Funded with FY 2017 enacted appropriations, this project will complete a previous initiative by filling in the remaining gaps within the primary pedestrian wall with the installation of 35 motorized gates, which will be additional to the 42 existing gates that were installed in 2012. These gates are located in Cameron and Hidalgo counties.

- The A/E contract was awarded on June 14, 2017.
- Construction schedule is pending real estate clearance.

-  
*RGV Levee Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 28 miles of Levee Wall System in the McAllen and Weslaco Station areas of responsibility. Milestones for the initial three miles are as follows, assuming BPAM PMO

(b) (5):

- The A/E contract was awarded on June 14, 2017.
- (b) (5)
- The construction contract is estimated to be awarded (b) (5).
- Construction is estimated to start (b) (5)

*RGV Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 32 miles of Wall System in the Rio Grande City and McAllen Stations. This border barrier system includes a combination of various types of infrastructure such as wall, lighting, enforcement cameras and other related technology, and all-weather roads.

- Schedule and milestones are to be developed.

*San Diego Secondary Wall Replacement:* Included in the FY 2018 President's Budget, this project involves the removal and replacement of 14 miles of existing secondary pedestrian wall, starting and spanning 14 miles east of the ocean, which is breached approximately (b) (7)(E) times a year. The replacement wall will be based on the design standards developed from the prototype project.

- USACE estimates will be ready to advertise in (b) (5)
- The construction contract is estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5)

Activity Type	*Miles/ Count	Funding	FY 2017	FY 2018			
				Q1	Q2	Q3	Q4

FY 2017 Enacted		\$441.0	\$0	(b) (5)
Gates <sup>1</sup>	35	\$49.2	\$0	
Replacement Wall <sup>4</sup>	40	\$292.0	\$0	
Road Construction	26	\$77.4	\$0	
Road Maintenance	758	\$22.4	\$0	
FY 2018 Budget <sup>3</sup>				(b) (5)
Wall System (San Diego)	14			
Wall System (RGV) <sup>5</sup>	32			
Levee Wall System (RGV) <sup>2</sup>	28			

\*All Activity Type units are expressed in miles EXCEPT for Gates (count)

(b) (6), (b) (7)(C)

Program Analyst, Business Operations Division

Mobile: (b) (6), (b) (7)(C)

---

From: (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

Sent: Monday, October 30, 2017 2:25 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted] >

Subject: FW: Review of S1/S2 and OMB Comments and Changes to BSIP

**Importance:** High

Good Afternoon,

Another short turnaround ☹️ (b) (6), (b) (7)(C) if you could take the lead on drafting responses with coordination from the others: Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and provide a response.

(b) (5)

**DOCUMENT PASSWORD:** (b) (7)(E)

OFAM is requesting this back NLT 4:00 PM today.

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** OFAM-TASKINGS

**Sent:** Monday, October 30, 2017 2:16 PM

**To:** FMEEEXCSUPPORT (b) (7)(E); BPAM PMO TASKS

(b) (7)(E); OFAM Business Operations Executive Support

(b) (7)(E)

**Cc:** OFAM-TASKINGS (b) (7)(E) (b) (6), (b) (7)(C)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

FM&E/BPAM,

Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and advise if there are any investment initiatives that were missed but should be included.

Please provide your response by **4pm TODAY.**

ES – OFAM	(b) (5)
--------------	---------

Password highlighted in email chain below

Thank you!

(b) (6), (b) (7)(C)

Senior Task Manager  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec

**Sent:** Monday, October 30, 2017 1:45 PM

**To:** OFAM-TASKINGS (b) (7)(E) >; OF TASKINGS (b) (7)(E) ;  
CAO EXECUTIVE OFFICE (b) (7)(E) ; HRM TASKINGS

(b) (7)(E)

**Cc:** Enterprise Services Exec Sec (b) (7)(E)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

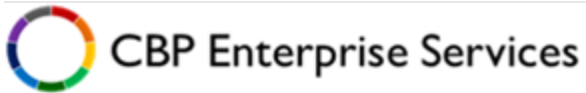
Good afternoon OFAM, OF, OAct, and HRM,

Please see the task attached and below and provide a response by no later than COB today, in order to provide for a short Front Office review.

Thank you,

(b) (6), (b) (7)(C)





**From:** (b) (6), (b) (7)(C) On Behalf Of PARE TASKINGS  
**Sent:** Monday, October 30, 2017 1:30 PM  
**To:** BPTasking (b) (7)(E); AMO TASKING (b) (7)(E);  
OFOTASKINGS (b) (7)(E); Enterprise Services Exec Sec  
(b) (7)(E); LSS Taskings (b) (7)(E); OI TASKINGS  
(b) (7)(E) OFAM-TASKINGS (b) (7)(E); OF TASKINGS  
(b) (7)(E); ACQUISITIONEXECSEC (b) (7)(E); HRM  
TASKINGS (b) (7)(E); LESC Command (b) (7)(E);  
CPOEXECSEC (b) (7)(E); FMEEEXCSUPPORT  
(b) (7)(E); INA TASKING (b) (7)(E)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** Review of S1/S2 and OMB Comments and Changes to BSIP

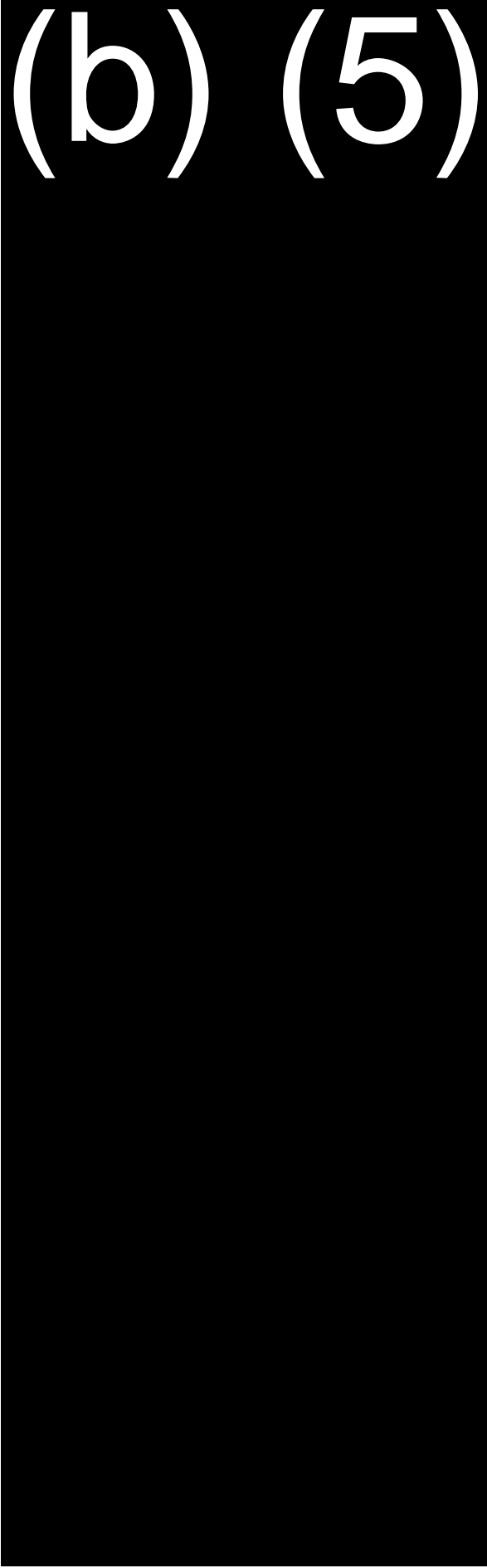
<b>Tasker Name</b>	<b>Review of S1/S2 and OMB Comments to Border Security Improvement Plan</b>
<b>Lead Office(s)</b>	<b>OS – Integrated Planning Division</b>
<b>Required Coordination</b>	<i>USBP, AMO, OFO, ES, ES-OFAM, ES-Office of Finance, ES-Office of Accountability, ES-HRM, OS-LESC, OS-OI, OS-INA, OS-PARE/CRD</i>  <i>Please advise if others required</i>
<b>Product</b>	<b>DOCUMENT PASSWORD:</b> (b) (7)(E)  The Secretary of DHS and the Deputy Secretary of DHS along with the Office of Management & Budget (OMB) provided edits and comments to CBP for the Border Security Improvement Plan (BSIP) late last week. In addition, CBP leadership has provided additional guidance that we should include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP).  The attached version of the BSIP includes edits and changes from these sources of guidance. It also includes comments from OMB. Most of the edits/comments have been addressed, but there are specific issues that need to be reviewed. The FY18 and FY19 Congressional Justification were the source documents for most of the information for the new initiatives and the funding amounts in this version.

1. All funding amounts need to be re-confirmed for the FY17 Enacted amounts and the FY18 President's Budget.
2. For the new initiatives – each program office needs to confirm whether the initiative should be included in the BSIP. If it should be included, then please validate the narrative text and funding amounts.
3. For anything that was not included, but should – please advise if there are any investment initiatives that were missed and should be included in the BSIP.
4. Please respond to OMB comments in the attached report.

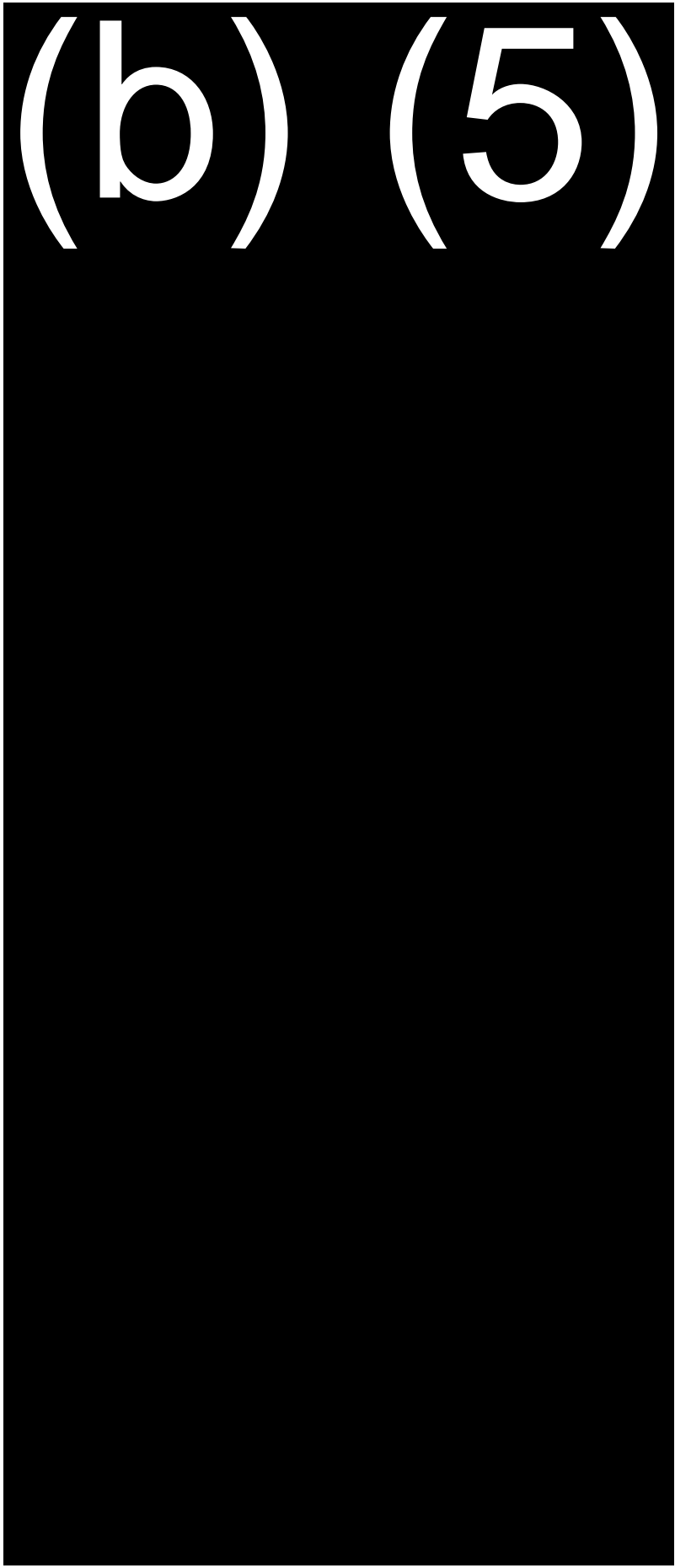
For ease of reference the blow chart lists the pages and comments that each office needs to address.

Office	Page	Issue/Comment
USBP		(b) (5)

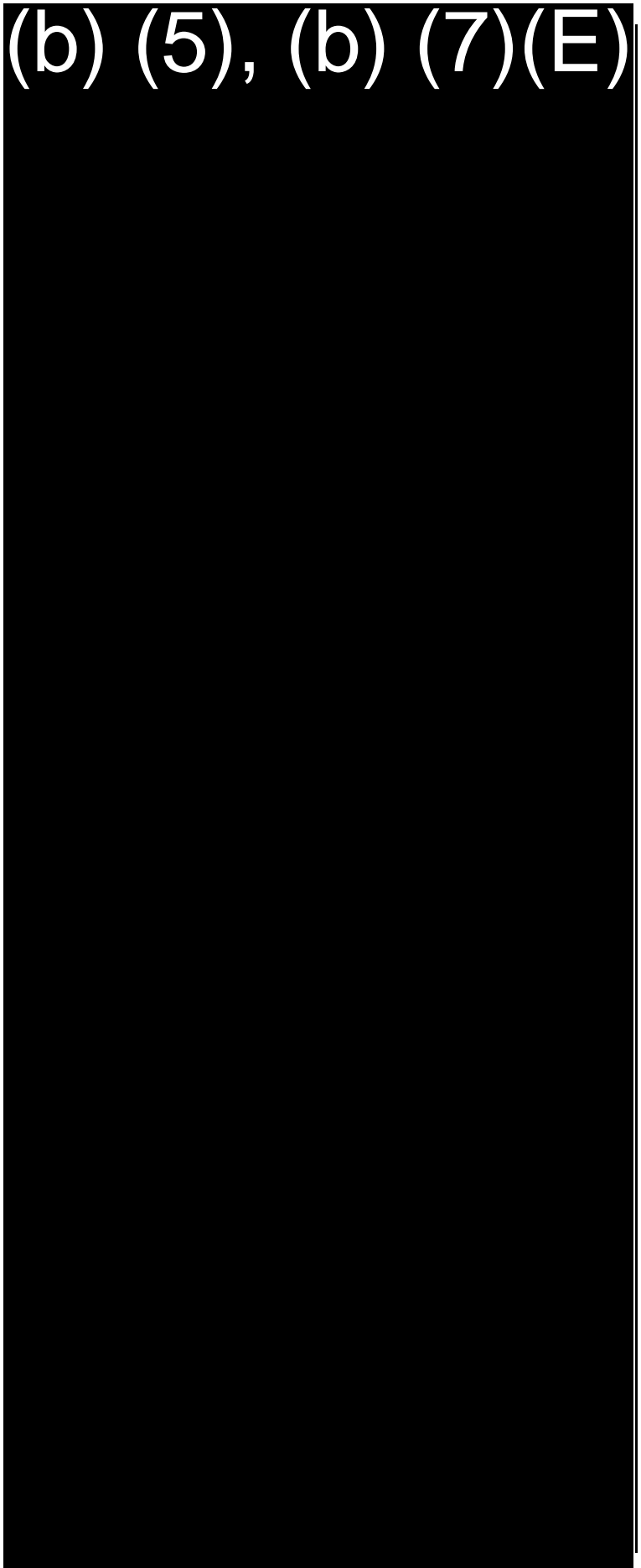
(b) (5)



(b) (5)



(b) (5), (b) (7)(E)

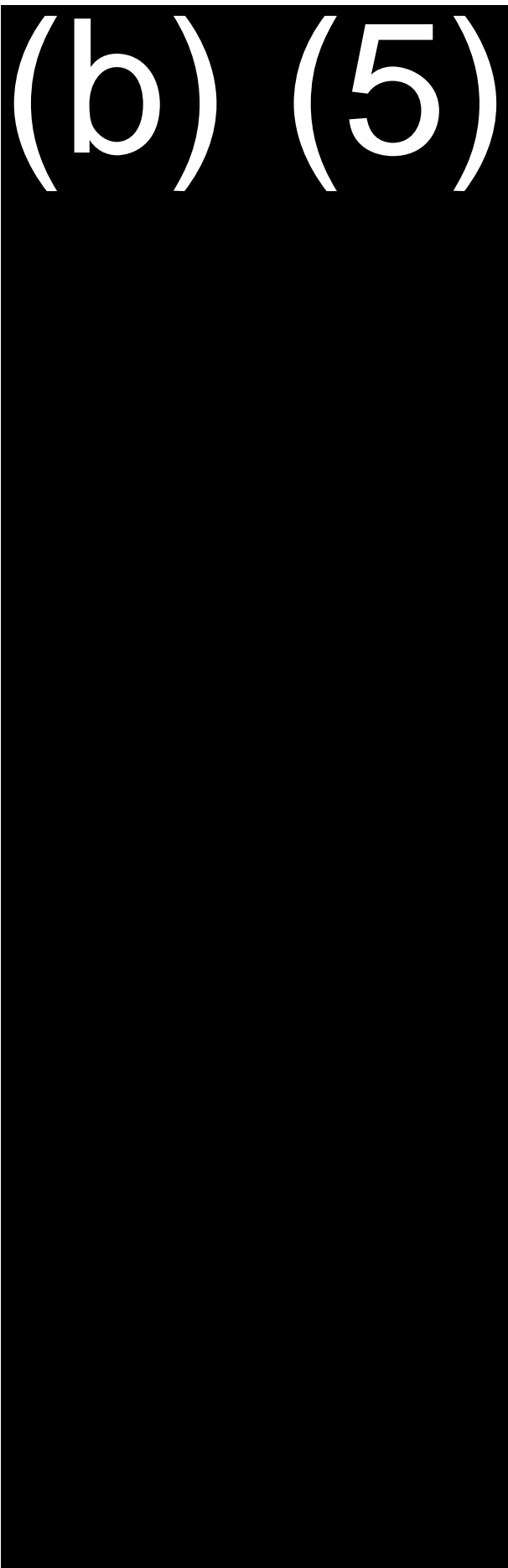


(b) (5)



(b) (5)

(b) (5)





(b) (5)

ES

ES –  
OFAM

ES -  
Budget

ES –  
Acquisition

(b) (5)

ES- HRM

OS-CRD

OS-LSS

OS-INA

OS-LESC

		(b) (5)
	OS-OI	
<b>Requestor</b>	OS – IPD, (b) (6), (b) (7)(C)	
<b>Notes</b>		
<b>Due to CBP Tasking</b>	<b>NLT 10 AM Tuesday October 31, 2017</b>	

**Please advise ASAP if any other office needs to be added as a required coordinator**

***Required Coordinators - Please provide input to the lead office as soon as possible.***

Tasker information, contact lists, and templates can be found online at (b) (7)(E). Please ensure that your response adheres to the guidelines set forth in the CBP Style Book, which can be found at (b) (7)(E). Please do not modify subject lines as we use them for tracking purposes.

**\* Please note: if you receive a duplicate tasking from OC BRIEFING STAFF please cc them on your response to us. Thank you.**

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FOR SUBMISSION: (b) (6), (b) (7)(C) RESPONSE REQUIRED: RE: Review of S1/S2 and OMB Comments and Changes to BSIP (Response) DUE: 10/30 @ 3PM (Mon) LEAD: (b) (6), (b) (7)(C)  
**Date:** Wednesday, November 01, 2017 1:39:38 PM  
**Attachments:** [image001.png](#)  
(b) (5)

---

Good afternoon, (b) (6), (b) (7)(C)

Per (b) (6), (b) (7)(C) our response/updates are ready for submission – see attachment (same pw). For easier reference, our updates are the highlighted text below. Blue highlight=response to the tasking. Yellow highlight=some additional updates we noticed that needed correcting.

Thanks,

(b) (6), (b) (7)(C)

-  
**BSIP Initiative #30: Border Wall**

OVERVIEW: Physical barriers are a core component of OPCODE, assisting with impeding and denying illegal border crossings. There are more than 600 miles of physical barriers currently deployed on the southwest border. The last major initiative to construct barriers occurred between 2006 and 2008. Recently, EO 13767 reinforced the focus on building border walls. This investment initiative focuses on replacing outdated walls and barriers that are already in existence along the southern border. It also seeks to create new physical barriers that can enhance OPCODE along the southern border.

CBP surveyed the entire border and identified the border areas that have the most significant impact on border security given the current traffic, trends, and threats. Appendix B outlines the methodology for impedance and denial that was used to identify 12 priority areas. If CBP builds border walls in the 12 identified priority areas, coupled with technology investment and changes to immigration enforcement statutes and policies, we are confident that we will be able to achieve operational control of the border. CBP estimates that constructing border walls in the 12 priority areas will cost approximately (b) (5). Given the dynamic nature of migration traffic and threats, determination of priorities will be an iterative process following the methodology as outlined in Appendix B.

STRATEGIC ALIGNMENT: BSIP Goal 2, Objective 1

IMPLEMENTATION PLAN: This initiative includes border barrier investments funded in FY 2017, requested in the FY 2018 Budget, and under consideration for future budgets. The following is a list of FY 2017 and FY 2018 projects, including planned milestones and status. All planned dates are estimates and are subject to change.

*Prototype Wall Construction:* With Congressional support, CBP reprogrammed \$20 million in previously appropriated funds in 2017 to construct wall prototypes with both concrete and other materials. The purpose of the prototype is to allow CBP to evaluate the features of the contractor designs for potential inclusion in a border wall design standard to be developed by the Federal Government immediately following the construction and evaluation of the prototype designs. The prototypes, currently being constructed in the San Diego Sector, will facilitate USBP's ability to assess critical operational aspects of wall design to include: 1) breachability (e.g., going through the wall), 2) climbability (e.g., going over the wall), 3) and anti-dig (e.g., digging under the wall).

- Prototype Phase 1 proposals were due April 4, 2017.
- Prototype Phase 2 proposals were due June 12, 2017.
- Prototype contract awards occurred on August 31, 2017, for concrete and on September 7, 2017 for other materials.
- Prototype construction began on September 26, 2017 and was completed (b) (5)

-  
*San Diego Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves removal and replacement of approximately 14 miles of landing mat wall with steel bollard wall. The location is within San Diego's Border Infrastructure System starting from the eastern end of Border Field State Park and extending eastward approximately 14 miles. The project area is located along the international border next to the City of Tijuana.

- The architect/engineering (A/E) contract was awarded on June 14, 2017.
- The construction contract for replacement (b) (5)
- The construction contract is estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5)

*El Centro Primary Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately two miles of legacy pedestrian wall with steel bollard wall. This will be located on the west side of the Calexico POE in Imperial Valley County, California, adjacent to the United States/Mexico border.

- The A/E contract was awarded on June 14, 2017.
- U.S. Army Corps of Engineers (USACE) released the Request for Proposals (RFP) on August 31, 2017.
- The construction contracts are estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5)

*El Paso Vehicle Barrier Replacement:* Funded with FY 2017 enacted appropriations, this project will replace approximately 20 miles of vehicle barrier with steel bollard wall. This is located on the west side of the Santa Teresa POE in Dona Ana County, New Mexico, next to the U.S./Mexico border.

- The A/E contract was awarded on June 14, 2017.
- USACE released the RFP on September 20, 2017.
- The construction contracts are estimated to be awarded (b) (5).
- Construction is estimated to start (b) (5).

*El Paso Pedestrian Wall Replacement:* Funded with FY 2017 enacted appropriations, this project involves replacing approximately four miles of chain-link fence with steel bollard wall. This will be

located on the west side of the (b) (7)(E) in El Paso County, Texas. The project area is located next to the Rio Grande River.

- The A/E contract was awarded on June 14, 2017.

(b) (5)

*Rio Grande Valley (RGV) Gates:* Funded with FY 2017 enacted appropriations, this project will complete a previous initiative by filling in the remaining gaps within the primary pedestrian wall with the installation of 35 motorized gates, which will be additional to the 42 existing gates that were installed in 2012. These gates are located in Cameron and Hidalgo counties.

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- Construction schedule is pending real estate clearance.

*RGV Levee Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 28 miles of Levee Wall System in the McAllen and Weslaco Station areas of responsibility. Milestones for the initial three miles are as follows, assuming BPAM PMO

(b) (5) :

- The A/E contract was awarded on June 14, 2017.
- (b) (5)
- The construction contract is estimated to be awarded (b) (5)
- Construction is estimated to start (b) (5)

*RGV Wall System:* Included in the FY 2018 President's Budget, this project is for the construction of approximately 32 miles of Wall System in the Rio Grande City and McAllen Stations. This border barrier system includes a combination of various types of infrastructure such as wall, lighting, enforcement cameras and other related technology, and all-weather roads.

- Schedule and milestones are to be developed.

*San Diego Secondary Wall Replacement:* Included in the FY 2018 President's Budget, this project involves the removal and replacement of 14 miles of existing secondary pedestrian wall, starting and spanning 14 miles east of the ocean, which is breached approximately (b) (7)(E) times a year. The replacement wall will be based on the design standards developed from the prototype project.

- USACE estimates will be ready to advertise in (b) (5).
- The construction contract is estimated to be awarded in (b) (5)
- Construction is estimated to start in (b) (5)

Activity Type	*Miles/ Count	Funding	FY 2017	FY 2018			
				Q1	Q2	Q3	Q4
FY 2017 Enacted		\$441.0	\$0	(b) (5)			

Gates <sup>1</sup>	35	\$49.2	\$0
Replacement Wall <sup>4</sup>	40	\$292.0	\$0
Road Construction	26	\$77.4	\$0
Road Maintenance	758	\$22.4	\$0
FY 2018 Budget <sup>3</sup>			
Wall System (San Diego)	14		
Wall System (RGV) <sup>5</sup>	32		
Levee Wall System (RGV) <sup>2</sup>	28		

(b) (5)

(b) (5)

(b) (5)

\*All Activity Type units are expressed in miles EXCEPT for Gates (count)

(b) (5)

(b) (6), (b) (7)(C)

Program Analyst, Business Operations Division

Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C) (CTR) On Behalf Of BPAM PMO TASKS

Sent: Monday, October 30, 2017 2:25 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

**Importance:** High

Good Afternoon,

Another short turnaround ☹️ (b) (6), (b) (7)(C) if you could take the lead on drafting responses with coordination from the others: Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and provide a response.

p.64

p.67

p.67

(b) (5)

**DOCUMENT PASSWORD:** (b) (7)(E)

OFAM is requesting this back NLT 4:00 PM today.

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** OFAM-TASKINGS

**Sent:** Monday, October 30, 2017 2:16 PM

**To:** FMEEXECSUPPORT (b) (7)(E); BPAM PMO TASKS

(b) (7)(E); OFAM Business Operations Executive Support

(b) (7)(E)

**Cc:** OFAM-TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

FM&E/BPAM,



Please see revised BSIP attached with comments from S1, S2 and OMB, noted below. The attached version includes edits to include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP). Please review and advise if there are any investment initiatives that were missed but should be included.

Please provide your response by **4pm TODAY.**

ES –  
OFAM

(b) (5)

Password highlighted in email chain below

Thank you!

(b) (6), (b) (7)(C)

Senior Task Manager  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec

**Sent:** Monday, October 30, 2017 1:45 PM

**To:** OFAM-TASKINGS (b) (7)(E); OF TASKINGS (b) (7)(E)

CAO EXECUTIVE OFFICE (b) (7)(E); HRM TASKINGS

(b) (7)(E)

**Cc:** Enterprise Services Exec Sec (b) (7)(E)

**Subject:** FW: Review of S1/S2 and OMB Comments and Changes to BSIP

Good afternoon OFAM, OF, OAct, and HRM,

Please see the task attached and below and provide a response by no later than COB today, in order to provide for a short Front Office review.

Thank you,

(b) (6), (b) (7)(C)

Enterprise Services ExecSec  
Senior Management Council ExecSec  
U.S. Customs and Border Protection

**From:** (b) (6), (b) (7)(C) **On Behalf Of** PARE TASKINGS  
**Sent:** Monday, October 30, 2017 1:30 PM  
**To:** BPTasking (b) (7)(E); AMO TASKING (b) (7)(E);  
 OFOTASKINGS <(b) (7)(E)>; Enterprise Services Exec Sec  
 (b) (7)(E)>; LSS Taskings (b) (7)(E)>; OI TASKINGS  
 (b) (7)(E)>; OFAM-TASKINGS (b) (7)(E)>; OF TASKINGS  
 (b) (7)(E); ACQUISITIONEXECSEC (b) (7)(E); HRM  
 TASKINGS (b) (7)(E)>; LESC Command (b) (7)(E);  
 CPOEXECSEC (b) (7)(E)>; FMEEXECSUPPORT  
 (b) (7)(E); INA TASKING (b) (7)(E) >  
**Cc:** PRICE, SARAH E (b) (6), (b) (7)(C)  
**Subject:** Review of S1/S2 and OMB Comments and Changes to BSIP

<b>Tasker Name</b>	<b>Review of S1/S2 and OMB Comments to Border Security Improvement Plan</b>
<b>Lead Office(s)</b>	<b>OS – Integrated Planning Division</b>
<b>Required Coordination</b>	<p>USBP, AMO, OFO, ES, ES-OFAM, ES-Office of Finance, ES-Office of Accountability, ES-HRM, OS-LESC, OS-OI, OS-INA, OS-PARE/CRD</p> <p><i>Please advise if others required</i></p>
<b>Product</b>	<p><b>DOCUMENT PASSWORD:</b> (b) (7)(E)</p> <p>The Secretary of DHS and the Deputy Secretary of DHS along with the Office of Management &amp; Budget (OMB) provided edits and comments to CBP for the Border Security Improvement Plan (BSIP) late last week. In addition, CBP leadership has provided additional guidance that we should include more investment initiatives to better align the BSIP with the Future Year Homeland Security Program (FYHSP).</p> <p>The attached version of the BSIP includes edits and changes from these sources of guidance. It also includes comments from OMB. Most of the edits/comments have been addressed, but there are specific issues that need to be reviewed. The FY18 and FY19 Congressional Justification were the source documents for most of the information for the new initiatives and the funding amounts in this version.</p> <ol style="list-style-type: none"> <li>1. All funding amounts need to be re-confirmed for the FY17 Enacted amounts and the FY18 President's Budget.</li> <li>2. For the new initiatives – each program office</li> </ol>

needs to confirm whether the initiative should be included in the BSIP. If it should be included, then please validate the narrative text and funding amounts.

3. For anything that was not included, but should – please advise if there are any investment initiatives that were missed and should be included in the BSIP.
4. Please respond to OMB comments in the attached report.

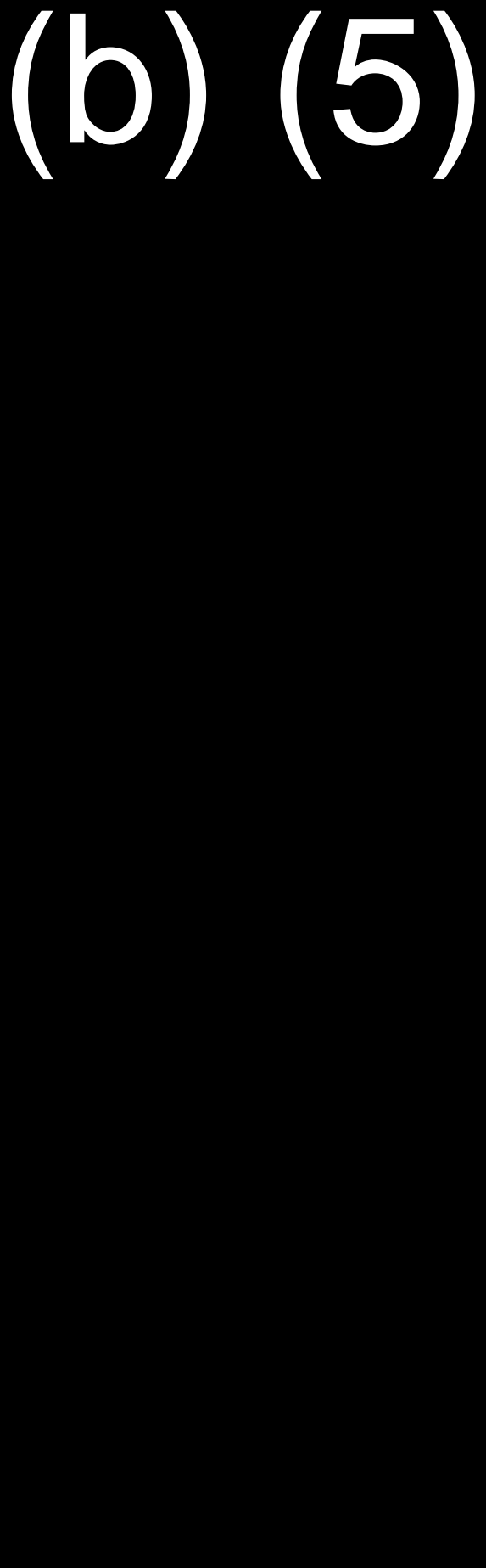
For ease of reference the blow chart lists the pages and comments that each office needs to address.

Office	Page	Issue/Comment
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USBP

(b) (5)

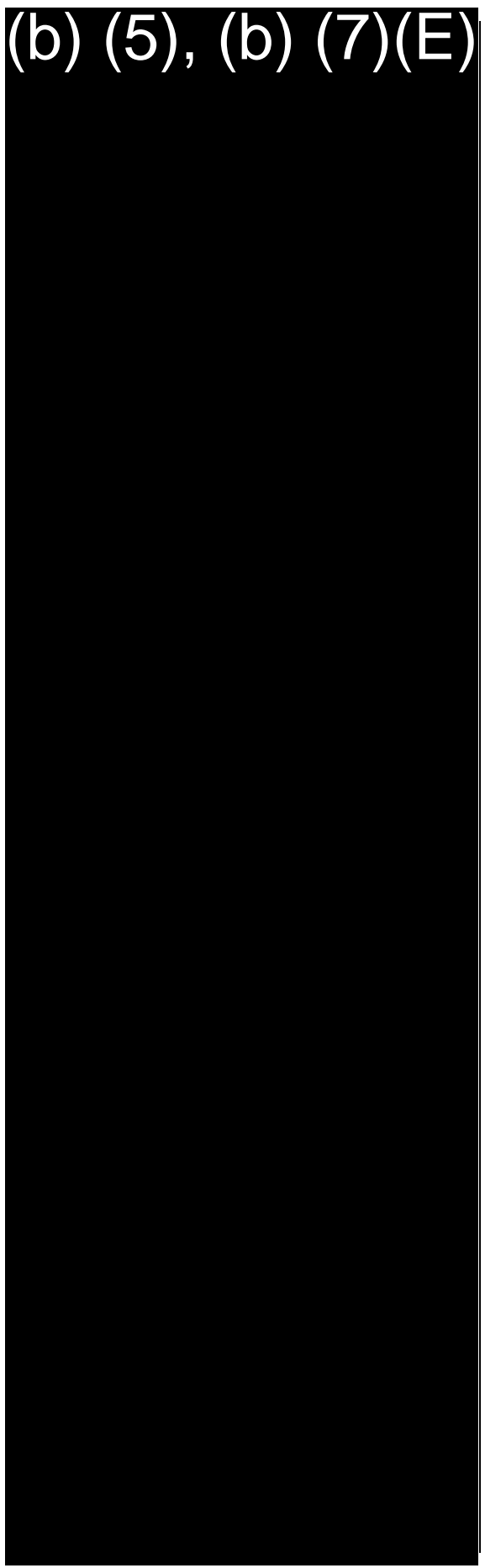
(b) (5)



(b) (5)

AMO

(b) (5), (b) (7)(E)



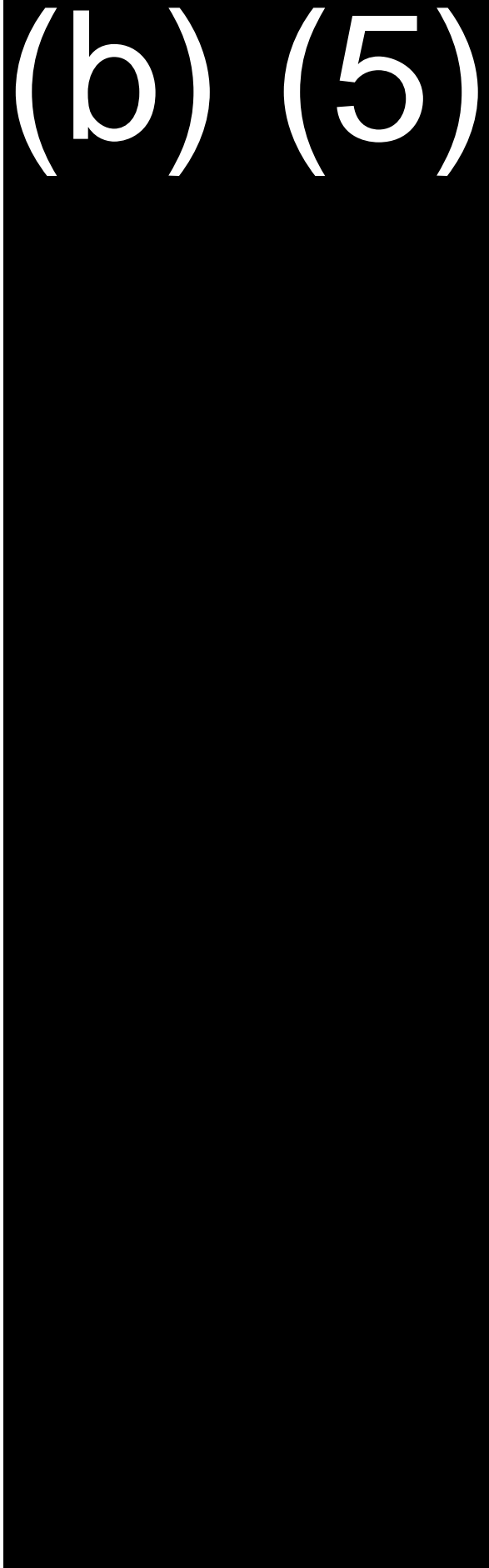
(b) (5)

(b) (5)

OFO



(b) (5)



(b) (5)

ES

ES –  
OFAM

ES -  
Budget

ES –  
Acquisition

	ES- HRM	(b) (5)
	OS-CRD	
	OS-LSS	
	OS-INA	
	OS-LESC	

	OS-OI	(b) (5)
<b>Requestor</b>	OS – IPD, (b) (6), (b) (7)(C)	
<b>Notes</b>		
<b>Due to CBP Tasking</b>	<b>NLT 10 AM Tuesday October 31, 2017</b>	

**Please advise ASAP if any other office needs to be added as a required coordinator**

**Required Coordinators - Please provide input to the lead office as soon as possible.**

Tasker information, contact lists, and templates can be found online at (b) (7)(E). Please ensure that your response adheres to the guidelines set forth in the CBP Style Book, which can be found at (b) (7)(E). Please do not modify subject lines as we use them for tracking purposes.

**\* Please note: if you receive a duplicate tasking from OC BRIEFING STAFF please cc them on your response to us. Thank you.**

**From:** (b) (6), (b) (7)(C)  
**To:** [FLANAGAN, PATRICK S](#); (b) (6), (b) (7)(C); [Hoffman, Jonathan](#); (b) (6)  
**Cc:** [Wolf, Chad](#); [Neumann, Elizabeth](#); (b) (6), (b) (7)(C)  
**Subject:** RE: San Diego  
**Date:** Monday, January 01, 2018 9:18:54 PM

---

I apologize it's a proposed state bill SB 30, not 54) that is having this impact.

---

**From:** FLANAGAN, PATRICK S  
**Sent:** Tuesday, January 02, 2018 2:17:00 AM  
**To:** (b) (6), (b) (7)(C); Hoffman, Jonathan; (b) (6)  
**Cc:** Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)  
**Subject:** RE: San Diego

Additional information provided below:

(b) (5)

V/R  
Patrick

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, January 02, 2018 12:18:41 AM  
**To:** (b) (6), (b) (7)(C); Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S

**Cc:** Wolf, Chad; Neumann, Elizabeth;

(b) (6), (b) (7)(C)

**Subject:** RE: San Diego

Jonathan,

(b) (5)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, January 01, 2018 11:27:29 PM

**To:** Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S

**Cc:** Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)

**Subject:** RE: San Diego

Jonathan,

For the sake of time, I have copied (b) (6), (b) (7)(C) who the Project Manager and SME.

I am on the road driving so I am out of the pocket.

(b) (6), (b) (7)(C)

Division Chief

San Diego Sector

U.S. Border Patrol

(b) (6), (b) (7)(C)

---

**From:** Hoffman, Jonathan

**Sent:** Monday, January 01, 2018 4:13:46 PM

**To:** (b) (6); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Cc:** Wolf, Chad; Neumann, Elizabeth

**Subject:** San Diego

Guys -

The Secretary just emailed the COS looking for some updates on the below points in the briefing memo for tomorrow. The briefing memo and the talking points did not align. He just wants to confirm the below before sending an update to her.

(b) (5)

We are in the air but ask if you can just double check and send updates soon.

Jonathan

**From:** [Hoffman, Jonathan](#)  
**To:** (b) (6), (b) (7)(C); [FLANAGAN, PATRICK S](#); (b) (6), (b) (7)(C); (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: San Diego  
**Date:** Tuesday, January 02, 2018 11:12:49 AM

---

Thank you everyone.

Tomorrow she will have some questions about the timing of construction and specifically when new wall will be built. Also some questions on the status of the California bill.

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, January 1, 2018 10:10 PM  
**To:** FLANAGAN, PATRICK S; (b) (6); (b) (6), (b) (7)(C)  
(b) (6)  
Hoffman, Jonathan; (b) (6); (b) (6)  
**Cc:** Wolf, Chad; (b) (6); Neumann, Elizabeth; (b) (6); (b) (6), (b) (7)(C)  
(b) (6)  
Subject: RE: San Diego

Sorry I just landed.

Construction. Period of performance was 26 SEP to 26 OCT. Last contractor completed demobilization on 24.OCT

Test period was scheduled 26NOV to 22 DEC. Actual co.petio was 13 DEC.

Initial brief of results (quick look) (b) (5)

Design standard update is scheduled for (b) (5)

14 Mile replacement of primary is funded from FY17 funds and RFP is on street. Initially no bidders but period has been extended

Secondary replaceme is in FY18 request and currently unfunded.

Thanks

---

**From:** FLANAGAN, PATRICK S  
**Sent:** Tuesday, January 02, 2018 2:17:00 AM  
**To:** (b) (6), (b) (7)(C); Hoffman, Jonathan; (b) (6)  
**Cc:** Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)  
(b) (6)  
**Subject:** RE: San Diego

Additional information provided below:

(b) (5)



(b) (5)

V/R  
Patrick

---

From: (b) (6), (b) (7)(C)  
Sent: Tuesday, January 02, 2018 12:18:41 AM  
To: (b) (6), (b) (7)(C); Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S  
Cc: Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)  
Subject: RE: San Diego

Jonathan,

(b) (5)

(b) (6), (b) (7)(C)

---

From: (b) (6), (b) (7)(C)  
Sent: Monday, January 01, 2018 11:27:29 PM  
To: Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S  
Cc: Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)  
Subject: RE: San Diego

Jonathan,

For the sake of time, I have copied (b) (6), (b) (7)(C) who the Project Manager and SME.

I am on the road driving so I am out of the pocket.

(b) (6), (b) (7)(C)  
Division Chief  
San Diego Sector  
U.S. Border Patrol  
(b) (6), (b) (7)(C)

---

From: Hoffman, Jonathan  
Sent: Monday, January 01, 2018 4:13:46 PM  
To: (b) (6); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
Cc: Wolf, Chad; Neumann, Elizabeth  
Subject: San Diego

Guys -

The Secretary just emailed the COS looking for some updates on the below points in the briefing memo for tomorrow. The briefing memo and the talking points did not align. He just wants to confirm the below before sending an update to her.

(b) (5)

We are in the air but ask if you can just double check and send updates soon.

Jonathan

**From:** [FLANAGAN, PATRICK S](#)  
**To:** (b) (6), (b) (7)(C); [Hoffman, Jonathan](#); (b) (6)  
**Cc:** [Wolf, Chad](#); [Neumann, Elizabeth](#); (b) (6), (b) (7)(C)  
**Subject:** RE: San Diego  
**Date:** Monday, January 01, 2018 9:17:01 PM  
**Attachments:** [Border Wall Update Timelines 1 Jan 18.pptx](#)

---

Additional information provided below:

(b) (5)

V/R  
Patrick

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, January 02, 2018 12:18:41 AM  
**To:** (b) (6), (b) (7)(C); Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S  
**Cc:** Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)  
**Subject:** RE: San Diego

Jonathan,

The first set of bullets is accurate.

(b) (5)

(b) (5)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, January 01, 2018 11:27:29 PM

**To:** Hoffman, Jonathan; (b) (6); FLANAGAN, PATRICK S

**Cc:** Wolf, Chad; Neumann, Elizabeth; (b) (6), (b) (7)(C)

**Subject:** RE: San Diego

Jonathan,

For the sake of time, I have copied (b) (6), (b) (7)(C) who the Project Manager and SME.

I am on the road driving so I am out of the pocket.

(b) (6), (b) (7)(C)

Division Chief

San Diego Sector

U.S. Border Patrol

(b) (6), (b) (7)(C)

---

**From:** Hoffman, Jonathan

**Sent:** Monday, January 01, 2018 4:13:46 PM

**To:** (b) (6); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Cc:** Wolf, Chad; Neumann, Elizabeth

**Subject:** San Diego

Guys -

The Secretary just emailed the COS looking for some updates on the below points in the briefing memo for tomorrow. The briefing memo and the talking points did not align. He just wants to confirm the below before sending an update to her.

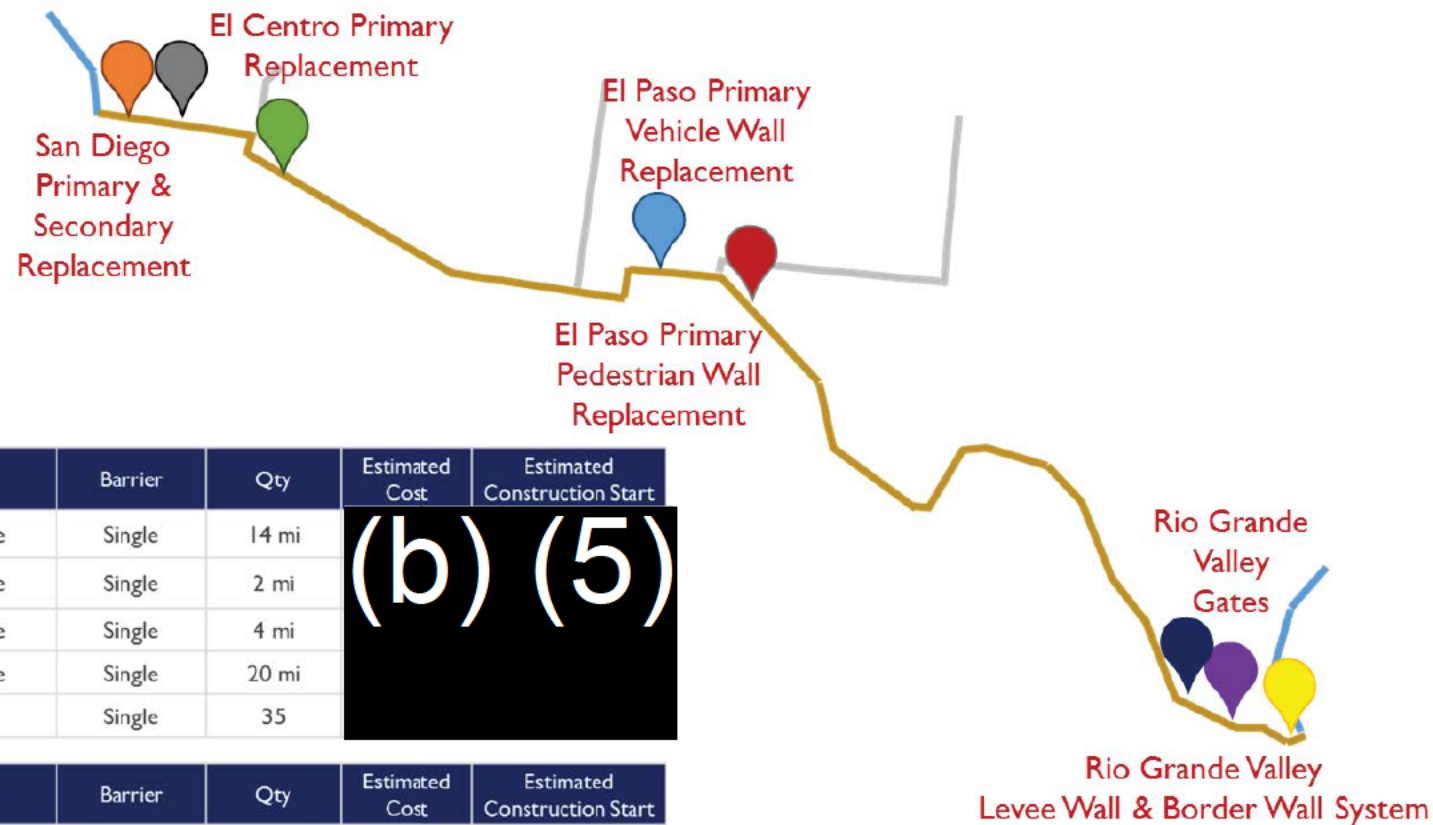
(b) (5)

(b) (5)

We are in the air but ask if you can just double check and send updates soon.

Jonathan

# FY 2017 & FY 2018 Border Wall Program



Enacted FY 2017   \$341M		Type	Barrier	Qty	Estimated Cost	Estimated Construction Start
	San Diego Primary Wall	Replace	Single	14 mi	(b) (5)	
	El Centro Primary Wall	Replace	Single	2 mi		
	El Paso Primary Wall (replace PF)	Replace	Single	4 mi		
	El Paso Primary Wall (replace VF)	Replace	Single	20 mi		
	Rio Grande Valley Gates	New	Single	35		

Proposed FY 2018 (b) (5)		Type	Barrier	Qty	Estimated Cost	Estimated Construction Start
	Rio Grande Valley – Levee Wall System	New	Single	28 mi	(b) (5)	
	Rio Grande Valley – Border Wall System	New	Single	32 mi		
	San Diego Secondary Wall	Replace	Single	14 mi		



U.S. Customs and Border Protection

**FOR OFFICIAL USE ONLY / LAW ENFORCEMENT SENSITIVE**

BW8 FOIA CBP 002897

**From:** (b) (6), (b) (7)(C) on behalf of [BPAM PMO TASKS](#)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: SHORT TURN AROUND - C1 Tasker, DUE 11 AM today, LEAD (b) (6), (b) (7)(C)  
**Date:** Friday, January 19, 2018 11:33:07 AM  
**Attachments:** (b) (5)  
[Wall Update\\_20180105.docx](#)  
(b) (5)  
**Importance:** High

---

Hi (b) (6), (b) (7)(C)

Are the attached pending approval or ready for submission?

Thanks!

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 19, 2018 11:17 AM  
**To:** BPAM PMO TASKS (b) (7)(E); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Subject:** RE: SHORT TURN AROUND - C1 Tasker, DUE 11 AM today, LEAD (b) (6), (b) (7)(C)

Hi (b) (6), (b) (7)(C) —

Please find a few materials that might be helpful.

Thanks,

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS  
**Sent:** Friday, January 19, 2018 10:00 AM  
**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Cc:** BPAM PMO TASKS (b) (7)(E)

**Subject:** SHORT TURN AROUND - C1 Tasker, DUE 11 AM today, LEAD (b) (6), (b) (7)(C)

**Importance:** High

Hi All,

Quick turnaround task to provide ready-made materials to support C1 and/or S1 in the event of a shutdown to support immigration/border security discussions. Please see below from (b) (6), (b) (7)(C) OFAM front office is gathering materials re: border wall. Please provide by 11 AM.

**Identify and gather information the Commissioner or Secretary might need from CBP, in the event of a shutdown, to support the immigration/border security discussion. Goal isn't to create new content or include the kitchen sink, but gather existing materials you think might genuinely be helpful in a pinch.**

**There is no wiggle room in this deadline. FM&E should not include anything for border wall, we'll handle that in the front office.**

Thank you,

(b) (6), (b) (7)(C)

Team Lead, Communications

Communications and Workforce Strategy

Business Operations Division

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, January 19, 2018 8:45 AM

**To:** OFAM-TASKINGS; FOFPMTASKS; BPAM PMO TASKS

**Cc:** (b) (6), (b) (7)(C); FMEEXECSUPPORT

**Subject:** RE: C1 Tasker

Just FOF and BPAM.

Thanks.

(b) (6), (b) (7)(C), PMP



Executive Officer (A)  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C). **On Behalf Of** OFAM-TASKINGS  
**Sent:** Friday, January 19, 2018 8:39 AM  
**To:** FOFPMOTASKS; BPAM PMO TASKS; (b) (6), (b) (7)(C)  
**Cc:** OFAM-TASKINGS; (b) (6), (b) (7)(C)  
**Subject:** FW: C1 Tasker  
**Importance:** High

Hi FOF and BPAM,

Heads up that we have an urgent C1 tasker due 11 AM today to help prepare for shutdown.

(b) (6), (b) (7)(C) should this be sent to other PMOs as well?

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Agile Group  
Executive Support  
Office of Facilities and Asset Management (OFAM)  
DHS | CBP | Enterprise Services  
Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C). **On Behalf Of** OFAM-TASKINGS  
**Sent:** Friday, January 19, 2018 8:32 AM  
**To:** FMEEXECSUPPORT (b) (7)(E) ASSET MANAGEMENT EXEC OFFICE  
(b) (7)(E)  
**Cc:** OFAM-TASKINGS (b) (7)(E) (b) (6), (b) (7)(C)  
**Subject:** FW: C1 Tasker  
**Importance:** High

Good morning!

We have an urgent deliverable due NLT 11 AM today to help C1 prepare for shutdown. Please see below and task out. We will put into the system shortly.

Sincerely,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Agile Group

Executive Support

Office of Facilities and Asset Management (OFAM)

DHS | CBP | Enterprise Services

Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, January 19, 2018 8:05 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** C1 Tasker

OFAM Tasking – Please put out a tasker to AAMD and FM&E ASAP this morning requesting that by 11AM each org gather documents that conform to this guidance:

**Identify and gather information the Commissioner or Secretary might need from CBP, in the event of a shutdown, to support the immigration/border security discussion. Goal isn't to create new content or include the kitchen sink, but gather existing materials you think might genuinely be helpful in a pinch.**

There is no wiggle room in this deadline. FM&E should not include anything for border wall, we'll handle that in the front office. (b) (6), (b) (7)(C) that one is all you!)

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Chief of Staff

Office of Facilities and Asset Management

Mobile: (b) (6), (b) (7)(C)

## WALL UPDATE

### TALKING POINTS:

- Since day one, CBP has been working around the clock to implement President Trump's Executive Order 13767 - also known as *Border Security and Immigration Enforcement Improvements* - and former Secretary Kelly's directive to "take steps to immediately plan, design and construct a physical wall along the southern border, using appropriate materials and technology to most effectively achieve complete operational control of the southern border."
- These efforts include the construction of new infrastructure, the replacement of current border infrastructure with new and more effective systems, and the hiring of new agents and officers into the CBP ranks.

### Wall Prototype

- To explore additional design options for border wall, CBP issued two Requests for Proposals (RFPs) to Industry. One RFP sought wall solutions constructed of concrete and a second RFP sought wall solutions constructed of alternative materials.
- The RFPs utilized a two-phased process. During the first phase, offerors were asked to submit concept papers. CBP evaluated those concept papers and down selected to a smaller pool of offerors who were then invited to submit full technical and pricing proposals.
- Contract awards were made in late August/early September. Specifically, CBP awarded four contracts for concrete prototypes on August 31, 2017, and four contracts for alternative materials prototypes on September 7, 2017. Construction for both categories of prototypes began on September 26 and was completed by October 25, 2017.
- The eight prototypes constructed in San Diego Sector will inform expansion of the border wall toolkit and may influence designs for future deployment. In addition, given their robust physical characteristics, prototypes are intended to deter illegal crossings in the project area.
- CBP began its testing of the prototypes on November 26. Testing finished December 14. The evaluation of the testing results, as well as of other aspects of the designs, is continuing and is expected to be complete in January.
  - The results of the test and evaluation will be used to determine if any prototype design or attributes of any design merit inclusion in the border wall tool kit for possible future construction.
  - CBP tested a variety of factors. The two most significant for USBP, however, are how easy it is to climb and how readily it can be breached using hand-held power tools.
- CBP currently anticipates that the design for the 14 miles of replacement secondary barrier in San Diego (FY18 project) will use an updated toolkit design resulting from the prototype effort.

### **FY17 Projects**

- CBP's FY 2017 enacted budget included \$341 million for fence replacement projects and completion of 35 gates in existing barrier in RGV as well as replacement wall projects for existing segments. These projects span U.S. Border Patrol's (USBP) El Centro, El Paso, San Diego Sectors and includes:
  - El Paso Sector vehicle fence replacement wall (20 miles);
    - Construction expected to begin in February 2018
  - El Centro Sector primary replacement wall (2 miles);
    - Construction expected to begin in mid-February 2018
  - San Diego Sector pedestrian fence replacement wall (14 miles);
    - Construction expected to begin in May 2018
  - El Paso Sector pedestrian fence replacement wall (4 miles);
    - Construction expected to begin in June 2018
- On August 2, 2017, former Secretary Kelly signed a waiver covering prototype construction and 14 miles of primary fence replacement in San Diego Sector. This waiver will facilitate expeditious construction of these projects.
- On September 12, 2017, then Acting Secretary Duke signed a waiver covering approximately two miles of primary fence replacement in the El Centro Sector. Like the San Diego waiver, the El Centro waiver will facilitate expeditious construction.

### **FY 2018 Projects**

- CBP continues to work the planning and design of the FY 2018 projects which are anticipated for USBP's Rio Grande Valley and San Diego Sectors. These projects include:
  - Rio Grande Valley Sector new levee wall system (28 miles);
  - Rio Grande Valley Sector new border wall system (32 miles); and
  - San Diego Sector secondary replacement wall (14 miles).
- The first three miles of the 28 miles of levee wall system in Rio Grande Valley Sector will be the first to award when FY 2018 funds are available (if all requested funding for RGV is received), right now expected for second quarter FY 2018. The start date moves to the right due to no funding by initial required date in December 2017.
- CBP continues to comply with the acquisition lifecycle framework to include following the DHS Acquisition Lifecycle Framework for each segment of the wall, to validate the requirement and cost of the project, and ensure fair and open competition.
  - Successful Acquisition Review Board (ARB) was held on December 21, 2017.
- As part of the planning process, CBP continues to consult proactively with internal and external stakeholders. This includes local equities, congressional members, land owners, local law enforcement, Federal partners, and others.

### **WATCH OUT FOR/IF ASKED**

- **Question: What is the full complement of U.S. Border Patrol's requirements for border wall?**
  - Answer: The decision to build border wall system and where it will be constructed is the result of a significant investment in planning that supports USBP's larger strategy to gain and maintain operational control. The U.S. Border Patrol assessed approximately 1,954

miles along the United States-Mexico border to understand I&D needs and has created a Top 12 list of investment priorities.

- **Is the Top 12 all USBP needs to gain operational control?**
  - Answer: No, however, USBP has determined that investment in the top 12 prioritized groups will have the greatest impact on border security. The top 12 will address locations with greatest and immediate need for I&D based on current and projected flow. The 12 prioritized groups cover 418 miles of USBP's total requirement and include 260 miles of new primary pedestrian wall system, 58 miles of replacement pedestrian wall system, 19 miles of vehicle barrier conversion to pedestrian wall system and 82 miles of new secondary wall/enforcement zone.
- **What is the total cost of the Top 12?**
  - Answer: The Top 12 is estimated to cost approximately (b) (5). This cost is considered a Rough Order of Magnitude as variations in operational requirements (e.g. height, materials), geography, topography, changes in threat as well as when the investment is made impacts exact costs at time of construction.
- **Question: Will DHS/CBP be issuing any additional waivers?**
  - Answer: CBP remains committed to responsible environmental stewardship. As of early January 2018, no decisions have been made as to whether CBP will follow the traditional NEPA process or request that the Secretary exercise her authority to waive certain legal requirements in other locations.
- **Question: Will DHS/CBP exercise eminent domain to build border wall?**
  - Answer: At this early stage of development, DHS does not know whether it will need to acquire land through condemnation. It is always DHS' preference to acquire private property through voluntary sale. However, in situations where voluntary acquisition is not possible, DHS may have to consider acquisition through condemnation.
- **Question: How much land does DHS/CBP anticipate having to acquire to build border wall?**
  - Answer: At this early stage of development, DHS does not know the exact acreage of land needed for planned wall for the construction in the Rio Grande Valley.

## **BACKGROUND**

- Section 102(b) of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), as amended, authorizes the Department of Homeland Security (DHS) to construct border infrastructure to deter illegal entry into the United States.
- The border wall is a part of an integrated system that will deter and prevent illegal entries, a requirement all along the Southwest Border. The term "system" refers to a combination of various types of infrastructure such as wall, fence, all-weather roads, lighting, enforcement cameras and other related technology.
- The capability that border wall provides (impedance/denial) has been an operational requirement for the Border Patrol for many years. The use of border wall within our border

~~FOR OFFICIAL USE ONLY~~

security strategy has been tried, tested and developed for almost 30 years since agents were building it themselves out of leftover Vietnam-era landing mat.

- The first border barriers constructed in San Diego, beginning in 1991, resulted in sweeping change to the landscape of Southern California near the international boundary, creating more secure border communities that are flourishing.
- Today, about one-third, or about 654 miles of the Southwest border has some kind of barrier. That's 354 miles of pedestrian wall and 300 miles of vehicle barrier.

~~FOR OFFICIAL USE ONLY~~

Prepared by: (b) (6), (b) (7)(C), CBP ES/OFAM, (b) (6), (b) (7)(C) Telephone #: (b) (6), (b) (7)(C)  
Date: Tuesday, August 22, 2017

BW8 FOIA CBP 002905

**From:** (b) (6), (b) (7)(C)  
**To:** BORKOWSKI, MARK S; (b) (6), (b) (7)(C)  
**Subject:** RE: Comments from USM Grady: 1155137 - CBP Border Wall APB  
**Date:** Wednesday, December 20, 2017 2:52:55 PM  
**Attachments:** (b) (5)  
[Wall APB 20171121 CAESignedv01.pdf](#)

---

Here is the final with the comments answered and the version with the signature block and other edits fixed.

(b) (6), (b) (7)(C)  
*Division Director*  
*Acquisition Policy and Oversight (APO)*  
*Office of Acquisition (OA)/AGO*

(b) (6), (b) (7)(C)

---

**From:** BORKOWSKI, MARK S  
**Sent:** Wednesday, December 20, 2017 2:37 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Comments from USM Grady: 1155137 - CBP Border Wall APB

I probably better take a look.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, December 20, 2017 1:42:54 PM  
**To:** BORKOWSKI, MARK S; (b) (6), (b) (7)(C)  
**Subject:** RE: Comments from USM Grady: 1155137 - CBP Border Wall APB

Do you wish to review before we send?

R

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
*Division Director*  
*Acquisition Policy and Oversight (APO)*  
*Office of Acquisition (OA)/AGO*

(b) (6), (b) (7)(C)

---

**From:** BORKOWSKI, MARK S

**Sent:** Wednesday, December 20, 2017 1:33 PM

**To:** (b) (6), (b) (7)(C)

**Subject:** RE: Comments from USM Grady: 1155137 - CBP Border Wall APB

Pretty basic stuff. Shows we need to bring USM up to speed, since this is pretty basic and fundamental stuff.

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, December 20, 2017 12:47:28 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** BORKOWSKI, MARK S

**Subject:** FW: Comments from USM Grady: 1155137 - CBP Border Wall APB

All

The USM has kicked back the APB. Need answers to the questions in the margin ASAP. I'm fixing the signature blocks.

R

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Division Director*

*Acquisition Policy and Oversight (APO)*

*Office of Acquisition (OA)/AGO*

(b) (6), (b) (7)(C) *(office)*  
*(cell)*  
*(fax)*

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Wednesday, December 20, 2017 12:30 PM

**To:** (b) (6), (b) (7)(C)

**Subject:** FW: Comments from USM Grady: 1155137 - CBP Border Wall APB

**Importance:** High

(b) (6), (b) (7)(C)

Please see the USM's comments on the APB. We need corrections asap.

Thanks,

(b) (6), (b) (7)(C)



---

**From:** PARMExecSec,

**Sent:** Wednesday, December 20, 2017 9:47 AM

**To:** (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@HQ.DHS.GOV>; (b) (6) <[REDACTED]@HQ.DHS.GOV>; (b) (6) <[REDACTED]@hq.dhs.gov>

**Cc:** PARMExecSec, (b) (7)(E) <[REDACTED]>; (b) (6) <[REDACTED]@hq.dhs.gov>

**Subject:** Comments from USM Grady: 1155137 - CBP Border Wall APB

**Importance:** High

Good morning,

Please see attached with comments from USM Grady. I believe I can edit the document to change the signature lines.

Respectfully,

(b) (6)

(b) (6)

Office of Program Accountability and Risk Management (PARM)

Management Directorate

Department of Homeland Security (DHS)

(b) (6)

---

**From:** (b) (6)

**Sent:** Wednesday, December 20, 2017 9:36 AM

**To:** PARMExecSec, <(b) (7)(E)>

**Cc:** MGMTExecSec <(b) (7)(E)>

**Subject:** 1155137 - CBP Border Wall APB

**Importance:** High

Good Morning PARM:

Please review and reconcile the attached comments from USM Grady soonest.

Thanks,

(b) (6)

(b) (6)

Office of the Under Secretary for Management

Management Executive Secretariat

Department of Homeland Security

(b) (6), (b) (7)(C)



# U.S. Customs and Border Protection

## Border Wall System Program (BWSP) Acquisition Program Baseline (APB)

Version 1.0  
14 November 2017

**Developed By:**

Border Patrol Air & Marine Program Management Office (BPAM),  
Facilities Management & Engineering (FM&E)  
1331 Pennsylvania Ave NW  
Washington DC 20002

**NOTE:** Please forward all inquiries to the address listed above.

**THIS PAGE INTENTIONALLY BLANK**

Border Wall System Program (BWSP) Acquisition Program Baseline (APB)

SIGNATORY AUTHORITY

Submitted by:

(b) (6), (b) (7)(C) 11/14/2017  
(b) (6), (b) (7)(C) Date  
Director, Border Patrol & Air and Marine Program Management Office  
Facilities Management & Engineering Division  
Customs and Border Protection

E (b) (6), (b) (7)(C) 11/21/2017  
Karl Calvo Date  
Assistant Commissioner  
Office of Facilities & Asset Management  
Customs and Border Protection  
See page 4 of this pdf file

Phil Landfried Date  
Chief Information Officer,  
Customs and Border Protection  
See page 5 of this pdf file

(b) (6), (b) (7)(C) Date  
Portfolio Acquisition Executive,  
Customs and Border Protection  
(b) (6), (b) (7)(C) 12/12/2017  
Mark Borkowski Date  
Component Acquisition Executive,  
Customs and Border Protection

Approved By:

Claire M. Grady Date  
Under Secretary for Management  
Department of Homeland Security

Border Wall System Program (BWSP) Acquisition Program Baseline (APB)

**SIGNATORY AUTHORITY**

**Submitted by:**

See first signature page

11/14/2017

(b) (6), (b) (7)(C)

Date

Director, Border Patrol & Air and Marine Program Management Office  
Facilities Management & Engineering Division  
Customs and Border Protection

**Endorsed By:**

See first signature page

Karl Calvo

Date

Assistant Commissioner  
Office of Facilities & Asset Management  
Customs and Border Protection

See first signature page

Phil Landfried

Date

Chief Information Officer,  
Customs and Border Protection

(b) (6), (b) (7)(C)

11/22/17

Date

Portfolio Acquisition Executive,  
Customs and Border Protection

See first signature page

Mark Borkowski

Date

Component Acquisition Executive,  
Customs and Border Protection

**Approved By:**

See first signature page

Date

Claire M. Grady

Under Secretary for Management  
Department of Homeland Security

Border Wall System Program (BWSP) Acquisition Program Baseline (APB)

SIGNATORY AUTHORITY

Submitted by:

(b) (6), (b) (7)(C)

11/14/2017

(b) (6), (b) (7)(C)

Date

Director, Border Patrol & Air and Marine Program Management Office  
Facilities Management & Engineering Division  
Customs and Border Protection

Endorsed By:

see first signature page

Karl Calvo  
Assistant Commissioner  
Office of Facilities & Asset Management  
Customs and Border Protection

Date

(b) (6), (b) (7)(C)

12/1/17

Date

Chief Information Officer,  
Customs and Border Protection

see first signature page

(b) (6), (b) (7)(C)

Date

Portfolio Acquisition Executive,  
Customs and Border Protection

see first signature page

Mark Borkowski  
Component Acquisition Executive,  
Customs and Border Protection

Date

Approved By:

see first signature page

Date

Claire M. Grady  
Under Secretary for Management  
Department of Homeland Security

Border Wall System Program (BWSP) Acquisition Program Baseline (APB)



## Section A. Revision Summary

[illegible]

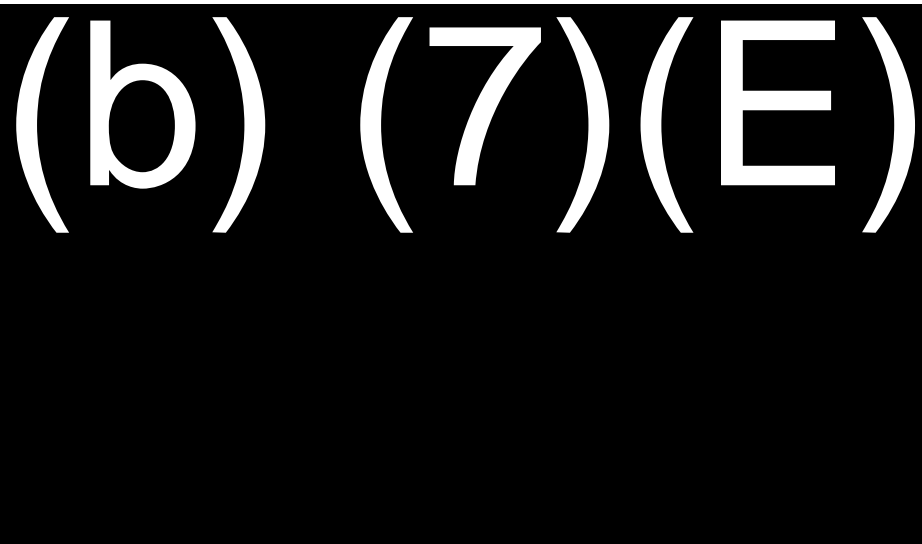
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## **Section B. Program Overview**

The Department of Homeland Security (DHS) is taking a holistic approach to securing the border and enforcing immigration laws, focusing enforcement efforts on cross-border violations and violation of immigration laws in the interior of the United States. DHS has designated U.S. Customs and Border Protection (CBP), Border Patrol and Air & Marine (BPAM), Program Management Office (PMO) as the executive agent for the development and deployment of a new Wall system along the southwest border.

The Border Wall System will be constructed to be consistent with the USBP 'enforcement zone' concept. It will consist of a primary wall (e.g., bollard fencing) at or near the border, detection and assessment technology (sensors and cameras), lighting, an all-weather patrol road, and a physical barrier (the wall). The depth of the enforcement zone will be approximately 150 feet. The border enforcement zone width is the length of the wall that runs parallel to the border. The establishment of the border enforcement zone via the construction of the Border Wall System will aid the USBP in establishing Operational Control. Separate Acquisition Program Baseline (APB) documents will be submitted for additional segments of the Border Wall System as those segments are identified and planned.



### **B.1. Strategic Goal**

The CBP Mission as per the CBP Vision and Strategy 2020 is “to safeguard America’s borders thereby protecting the public from dangerous people and materials while enhancing the Nation’s global economic competitiveness by enabling legitimate trade and travel.”

The United States Border Patrol (USBP) strategic goal for supporting the CBP Mission is to establish Operational Control of the border between ports of entry. The USBP describes Operational Control as the ability to impede or deny illegal border crossings, maintain situational awareness, and apply the appropriate law-enforcement response.

The establishment of the border enforcement zone via the construction of the Border Wall System will aid the USBP in establishing Operational Control.

## B.2. Mission Need

From the Impedance and Denial Mission Needs Statement (MNS), Version 1.1, published March 10, 2017

*“This Mission Need Statement (MNS) is for U.S. Customs and Border Protection’s (CBP), U.S Border Patrol’s (USBP) Impedance and Denial capability gaps. **Impedance** and **Denial** refers to the ability to impede border incursions and deny the adversary’s use of terrain (i.e., land, air, water) for advantage in conducting illegal activity and acts of terrorism, primarily through the use of man-made walls/barriers/fencing and the deployment of fixed and mobile surveillance and personnel.”*

In support of the CBP strategic goals, the March 2017 Impedance and Denial Mission Need Statement identifies multiple mission needs and corresponding capability gaps. A subset of those gaps are restated in Table 2:

**Table 2. USBP Impedance and Denial Capability Gaps**

SOUTHWEST BORDER	RIO GRANDE	LAREDO	DEL RIO	BIG BEND	EL PASO	TUCSON	YUMA	EL CENTRO	SAN DIEGO
IMPEDANCE AND DENIAL									
Inability to prevent, impede, or alert border incursions and deny the threat’s use of terrain due to insufficient physical and non-physical barriers									
(b) (7)(E)									

The above table was extracted from over 1,500 capability gaps collected from USBP and AMO field offices using the CBP Capability Gaps Analysis Process (CGAP). The gaps identified in Table 2 represent the highest priority Impedance and Denial gaps. The CGAP list contains a high level of interdependencies, meaning if only a subset of gaps

are resolved, the overall surveillance effectiveness will not be commensurate with the percentage of gaps addressed.

Between fiscal years 2010 and 2015, CBP recorded a total of 9,297 breaches in pedestrian fencing. It should be noted that this includes both legacy fence and modern pedestrian fence.<sup>7</sup> The USBP's conclusion is that adversaries will employ countermeasures when and where possible to defeat and or damage Impedance and Denial assets. Therefore it is imperative that early detection capability be implemented in conjunction with the physical barrier to minimize damage and repair costs to future government investments.

### **B.3. Program Description Rio Grande Valley (RGV) 60**

In response to U.S. Border Patrol (USBP) requirements to support operational control of the Southwest Border and pursuant to Executive Order 13767 entitled Border Security and Immigration Enforcement Improvements, the U.S. Customs and Border Protection (CBP) is taking all appropriate actions to immediately plan, design, and construct a physical wall or similarly secure, contiguous, and impassible physical barrier along the southern border of the United States. The wall system will establish an enforcement zone, within which USBP can maintain operational control. The Border Wall System will include: an 18 ft. bollard wall or levee wall with 18 ft. bollard wall on top of levee, along with a 50 ft. enforcement zone to include (b) (7)(E), enforcement zone cameras, lighting, and roads.

The design will have to address USBP operational requirements and agent safety considerations. The RGV Border Wall Program will be executed in a series of phases.

The first phase will involve the construction of 27.5 miles of levee wall system in the McAllen and Weslaco Station Areas of Responsibility (AOR). There are four segments here. RGV-001 Weslaco will be (b) (7)(E) long; RGV-002 Weslaco will be (b) (7)(E) long; RGV-003 McAllen will be (b) (7)(E) long; and RGV-004 McAllen and Weslaco will be (b) (7)(E) long.

The second phase will consist of 32.5 miles of border wall in the Rio Grande City (RGC) and McAllen Station (MCS) area of responsibility.

There will be five segments here. RGV-005 will be (b) (7)(E) long; RGV-006 will be (b) (7)(E) long; RGV-007 will be (b) (7)(E) long; RGV-008 will be (b) (7)(E) long; and RGV-009 will be (b) (7)(E) long.

The surveillance cameras for the Border Wall Program will be supplied and integrated by the USBP Program Management Office Directorate (PMOD). Other technology systems such as (b) (7)(E) and RVSS are covered within their acquisition program

<sup>7</sup>

(b) (7)(E)

documentation. The Border Wall Program will provide the necessary interfaces for these other technology systems.

## B.4. References

Table 3 lists the reference documents used in developing the BWSP Acquisition Program Baseline.

**Table 3. Reference Documents**

DOCUMENT #	DOCUMENT TITLE	DATE
17-32505	<i>Impedance and Denial</i> Mission Needs Statement (MNS)	March 2017
N/A	New Border Wall System Operational Requirements Document	September 2017
HSBP-17-040	Concrete	September 2017
HSBP 17-041	Other Streamlined Acquisition Plans (AP)	
HSBP 17-050	RGV 60	
N/A	Life Cycle Cost Estimate of the Border Wall System Program	October 2017
N/A	Border Wall System Program Cost Estimating Baseline Document (CEBD)	September 2017
N/A	Integrated Master Schedule (IMS)	October 2017
N/A	Concept of Operations (CONOPS)	July 2017
ENT06-WP-07-000001 Rev A	Alternatives Analysis Study Plan and Charter for Wall Program Rio Grande Valley	August 2017
N/A	Integrated Logistics Support Plan	October 2017

## Section C. Top-Level Program Baseline

## C.1. Program Performance

The Key Performance Parameters (KPPs) for the New Border Wall System are listed below in Table 4.

**Table 4. Key Performance Parameters**

Key Performance Parameters (KPP) are those system capabilities or characteristics considered essential for successful mission accomplishment.

KPP	Threshold	Objective
Impede & Deny	<p>I&amp;D (b) (7)(E) The Wall System shall be capable of impeding a human Item of Interest (IoI) with climbing tools from passage over the to (b) (7)(E)</p> <p>I&amp;D (b) (7)(E) The Wall System shall be capable of impeding a human IoI with handheld tools from passage through the system (b) (7)(E)</p>	<p>I&amp;D (b) (7)(E) The Wall System shall be capable of impeding a human IoI with climbing tools from passage over the top (b) (7)(E)</p> <p>I&amp;D (b) (7)(E) The Wall System shall be capable of impeding a human IoI with handheld tools from passage through the system. (b) (7)(E)</p>
System Design	I&D (b) (7)(E) The Wall System shall be resistant to hand-thrown objects.	I&D (b) (7)(E) The Wall System shall be resistant to (b) (7)(E)
Reliability	<p>I&amp;D (b) (7)(E) The Wall System detection capability reliability shall be (b) (7)(E)</p> <p>I&amp;D (b) (7)(E) The Wall System breaches (b) (7)(E)</p>	<p>I&amp;D (b) (7)(E) The Wall System detection capability reliability shall be (b) (7)(E)</p> <p>I&amp;D (b) (7)(E) The Wall System breaches (b) (7)(E)</p>

## C.2 Program Schedule

The BWSP FY18 program Integrated Master Schedule (IMS) was baselined in August 2017. The data from the baselined IMS have been used as input into Table 5 as seen below. The Border Wall System defines Initial Operational Capability (IOC) as the completion of the first wall segment project. When the first project is complete, the US

Border Patrol can then utilize that segment for enforcement activities. Full Operational Capability (FOC) is the completion and delivery of all wall segments listed in the CEBD annexes.

**Table 5. Key Program Events**

Milestone	Objective	Threshold
Acquisition Decision Event (ADE) 2A/B	Q1 FY 2018	Q3 FY 2018
Initial Operational Capability (IOC)	Q2 FY 2019	Q4 FY 2019
Acquisition Decision Event (ADE) 3	Q2 FY 2020	Q4 FY 2020
Full Operational Capability (FOC)	Q4 FY 2022	Q2 FY 2023

### C.3. Program Cost

The Program Cost data in Table 6 were derived from the Border Wall System Program Independent Cost Estimate Results.

The Objective cost parameter is set to the LCCE's 50% Confidence Level (in Base Year dollars). The Threshold cost parameter is set 15% above the Objective cost parameter.

**Table 6: Acquisition Program Baseline Objective and Threshold Values (\$K)**

APB Values BY2018 \$K		
	Threshold	Objective (50% CL)
PC&I		(b) (5)
O&S		
Total		

For traceability purposes, the equivalent Then-Year PC&I Objective value is (b) (5) and the Then-Year PC&I Threshold value is (b) (5). The equivalent Then-Year O&S Objective value is (b) (5) and the Then-Year O&S Threshold value is (b) (5).



END OF DOCUMENT

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Weekly Border Wall Update (19 - 23 Feb 18)  
**Date:** Monday, February 26, 2018 1:00:01 PM  
**Attachments:** **NON-RESPONSIVE**  
[S1 Border Wall Construction Challenges 23 Feb 18 v2.doc](#)  
[OFAM Border Wall Card for S1 022318 v2.pptx](#)

Need to update the BB Card today with correct dates. In the email back to me, identify the reason behind the changes in dates, if any. Thx.

*Karl H. Calvo, CFM, PMP*  
Assistant Commissioner  
Office of Facilities & Asset Management  
(b) (6), (b) (7)(C)

**From:** KOLBE, KATHRYN  
**Sent:** Monday, February 26, 2018 11:07 AM  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Weekly Border Wall Update (19 - 23 Feb 18)

Karl, As per our conversation, please adjust and resend, highlighting any changes each time the card is forwarded. Thx, KK

**From:** Fulghum, Chip  
**Sent:** Monday, February 26, 2018 10:25 AM  
**To:** KOLBE, KATHRYN; (b) (6), (b) (7)(C)  
**Subject:** FW: Weekly Border Wall Update (19 - 23 Feb 18)

(b) (5)

**From:** KOLBE, KATHRYN  
**Sent:** Friday, February 23, 2018 8:12 PM  
**To:** Grady, Claire; (b) (6)  
**Cc:** Fulghum, Chip; (b) (6); > CALVO, KARL H.; (b) (6), (b) (7)(C); > BORKOWSKI, MARK S  
(b) (6), (b) (7)(C)  
**Subject:** Weekly Border Wall Update (19 - 23 Feb 18)

Ma'am,

In addition to our Weekly Activity Report (below), we are sending several items you have requested this past week: the S1 Smart Card reference, POTUS Talking Points and an outline of construction challenges that incorporate your earlier feedback.

\*\*\*\*\*

**Bottom Line:** (b) (5)  
Contractor began demolition this week on

the El Centro Replacement project this week (pictures attached).

### Prototype Test & Evaluation

- Assessment and Evaluation phase of prototype attributes and features is in the final stages.
- Following the IPT, the Assessment and Evaluation Team will advise the architectural and engineering (A&E) firm in the development of a final design specification package, subject to availability of funds.

### Legal Concerns

(b) (5)

- 

(b) (5)

### FY 2017 Wall Replacement

- El Centro (Calexico) Replacement Project (2 Miles)
  - The construction notice to proceed (NTP) was limited to all stations west of the (b) (7)(E) and project area adjacent to the New Calexico Land Port of Entry construction, OFAM is currently reviewing and approving the bridge design and work plans for work in/around this area.
  - Construction team kickoff occurred on February 19, the contractor was staging wall panels on site on February 21, and demolition started on February 22.
  - Environmental surveys indicated no sensitive species are in the area. The environmental monitor was on site February 21.
- El Paso (Santa Teresa) VF Replacement Project (20 Miles)
  - First design submittal due from the contractor on February 26.
  - Contractor is preparing pre-construction submittals and demolition plans.
- El Paso PF Replacement Project (4 Miles)
  - Source selection and evaluation continues. Contract award is expected to occur in early-April with construction to start in late-July.
- San Diego Replacement Project (14 Miles)
  - Proposal due date is on track for March 5 with anticipated contract award would be approximately May 21 and construction starting in June.
- RGV Gate Completion (35 gates)
  - The architectural and engineering (A/E) statement of work is currently in development.
  - Contract award is expected in October 2018.

### FY 2018 Wall Program

- CBP continues to work to position ourselves to expedite construction start as soon as FY 2018 enacted appropriations become available.
- (b) (5)
- (b) (5)
- An Industry Day occurred for RGV-01 via web-ex. It is estimated that between 50 and 100 individuals participated. The Army Corps has posted the slides on Fed Biz Ops to be accessed by any parties interested in bidding.
- Planning continues for the other projects:

- RFPs continue to be developed for RGV-02 (~8 miles in Hidalgo County); RGV-03 (~6 miles in Hidalgo County); RGV-04 (~11 miles in Hidalgo County); RGV-05 (~2 miles in Rio Grande City AOR)

**Partnering & Outreach**

- OCA, ES, OF, and USBP met with Minority staff on February 23 to discuss the \$2.2B plus-up, which will primarily be used for real estate planning, acquisition, and alignment for a portion of the top 17 border wall priorities.
- OPA, OFAM, and OCC have finalized a PAG for the Wall Prototypes to respond to media inquiries.

VR, KK

**Kathryn L. Kolbe**  
**Executive Assistant Commissioner**  
**Enterprise Services**  
**U.S. Customs and Border Protection**  
**(b) (6), (b) (7)(C)**

## BORDER WALL CONSTRUCTION CHALLENGES

**Objective:** Inform the Department of Homeland Security of ongoing challenges to expedite construction should an enacted Fiscal Year 2018 (FY18) budget include funding to construct new border wall requirements. These challenges include state and local municipalities blacklisting vendors who bid and/or express interest in supporting border wall planning and construction requirements, real estate acquisition and design and funding availability.

### Vendor Blacklisting

Several localities, including Berkeley, Oakland, Los Angeles, San Diego, and Tucson, have passed resolutions targeting border wall contractors. Several states, including California, have proposed similar blacklisting laws.

(b) (5)

The US Army Corps of Engineers has and will continue to contact current contractors and ask them a series of questions about their willingness to support border wall construction. For future MATOC development, CBP will strongly encourage the Army Corps of Engineers to have these conversations prior to award.

### Real Estate Acquisition Process

Poor public land records, specifically in the Rio Grande Valley Sector in south Texas, pose challenges to identifying landowners in a timely manner. In some cases, condemnation may be required to identify a rightful owner if initial research fails to identify the appropriate owner in pursuit of obtaining rights of entry during the planning process. Exercising condemnation is necessary if and when the Government and the landowner cannot agree on a price, or a landowner is unwilling to sell for any amount of money through voluntary sale. In such situations, condemnation is the only method for acquiring the needed land.

CBP has identified and requested funds to accelerate real estate planning and acquisition in advance of construction appropriation. (b) (5)

### Funding Availability

The lack of available funding to solicit or execute construction contracts to support new border wall requirements limits the agency's capacity to move forward with certain contracting actions. CBP is limited to planning for construction requirements subject to funding availability.

(b) (5)

(b) (5)

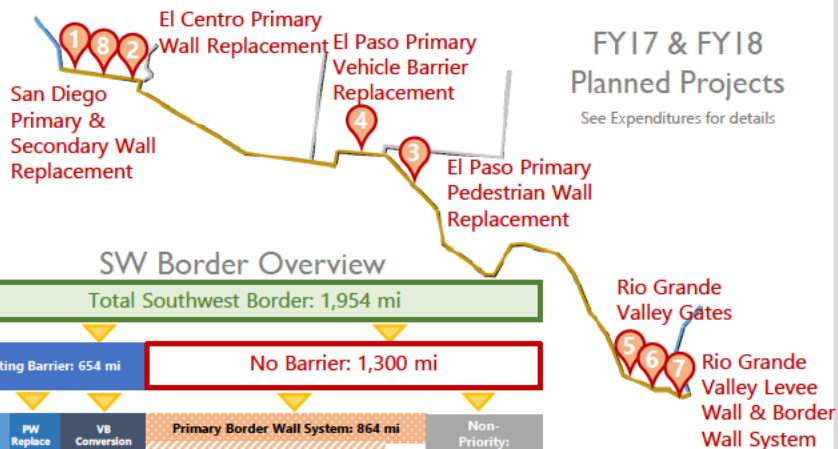
CBP has requested the United States Army Corps of Engineers provide their acquisition strategy for design, construction and real estate research contracting strategy (including Multiple Award Task Order Contracts) to ensure sufficient capacity exists to execute large amounts of wall construction in a condensed time frame.



## FY 2017 &amp; 2018 Investment Plan

FY17 & FY18  
Planned Projects

See Expenditures for details



## Reprogramming | \$20 M

Planned Expended

Planning (Real estate, environmental, architectural/engineering (A/E) support)

(b) (5)

\$5.8M

A/E (to include Wall Prototype, San Diego Sector and Toolkit, Rio Grande Valley)

Prototype Construction &amp; Related Support (site prep, evaluation, testing and security)

\$4.5M

## FY2017 | 40 Miles | (b) (5)

Type

Barrier

Qty.

Planned

Expended

1	San Diego Primary Wall	Replace	Single	14 mi	(b) (5)	\$1.3M
2	El Centro Primary Wall	Replace	Single	(b) (7)(E)		\$600K
3	El Paso Primary Wall (replace PF)	Replace	Single			\$716K
4	El Paso Primary Wall (replace VF)	Replace	Single			\$1.0M
5	Rio Grande Valley Gates	New	Single	35		\$2.0M

## FY2018 | 74 Miles | (b) (5)

Type

Barrier

Qty.

Planned

Expended

6	Rio Grande Valley Levee Wall System (Hidalgo)	New	Single	28 mi	(b) (5)	N/A
7	Rio Grande Valley Border Wall System (Starr)	New	Single	32 mi		N/A
8	San Diego Secondary Barrier	Replace	Single	14 mi		N/A
	Planning for FY2019 & Beyond	N/A	N/A	N/A		N/A

**Key Program Risks:**

- Appropriated Funding
- Real Estate Acquisition

- Blacklisting

NOTE: Subject to change based on Acquisition Timelines

Milestones

Change From Last Week

Days Slip

Days Slip

Days Slip

On Schedule

Complete

FY17 ENACTED BUDGET PROJECTS					
		Project Milestone	Milestone Date	Status*	
1	Imperial Beach & Chula Vista BPS San Diego Sector (CA)	~14 miles			
		SDC Primary Wall Replacement Contract Award	(b) (5)	Blacklisting concerns caused procurement delays.	
		SDC Primary Wall Replacement Construction NTP			
SDC Primary Wall Replacement Complete					
2	Calixto BPS El Centro Sector (CA)	(b) (7)			
		ELC Primary Wall Replacement Contract Award	11/8/17		
		ELC Primary Wall Replacement Construction NTP	2/15/18		
ELC Primary Wall Replacement Complete	(b) (5)				
3	El Paso BPS El Paso Sector (TX)	EPT Primary Replacement Contract Award			
		EPT Primary Replacement Construction NTP			
		EPT Primary Replacement Complete	2/20/19		
4	Santa Teresa BPS El Paso Sector (NM)	EPT Primary (vehicle) Replacement Contract Award	1/22/18		
		EPT Primary (vehicle) Replacement Construction NTP	2/15/18		
		EPT Primary (vehicle) Replacement Complete	(b) (5)		
5	Rio Grande Valley 35 Gates Mallen, Weibach, Harlingen, Brownsville, & Fort Brown BPS Rio Grande Valley Sector (TX)	Package 1			
		RGV Gates Contract Award			
		RGV Gates Construction NTP			
RGV Gates Construction Completion					
FY18 PLANNED PROJECTS					
(NOTE: Projects currently unfunded, the below schedules assume that funding is received by 3/24/18)					
		Project Milestone	Milestone Date	Status	
6	Rio Grande Valley Levee Wall RGV-01 RGV Sector (TX)	(b) (7)			
		Rio Grande Valley Levee Wall Contract Award	(b) (5)		
		Rio Grande Valley Levee Wall Construction NTP			
Rio Grande Valley Levee Wall Complete					
7	Rio Grande Valley Border Wall System RGV-05 RGV Sector (TX)	(b) (7)			
		Rio Grande Valley Border Wall System Contract Award			
		Rio Grande Valley Border Wall System Construction NTP			
Rio Grande Valley Border Wall System Complete					
8	San Diego Secondary Wall San Diego Sector (CA)	~14 miles			
		San Diego Secondary Wall Contract Award		Final design may be informed by prototype results.	
		San Diego Secondary Wall Construction NTP			
San Diego Secondary Wall Complete					
Real Estate					
	Project	Miles/# of Land Tracts**	Initial Land Ownership Determination	Appraisal/Valuation Complete	Real Estate Possession
	RGV Levee Wall (RGV-01)	~3 miles 12 tracts	1/22/18	(b) (5)	(b) (5)
	RGV Levee Wall (RGV-02)	~8 miles 49 tracts	9/1/17		
	RGV Levee Wall (RGV-03)	~11 miles 119 tracts	1/22/18		
	RGV Levee Wall (RGV-04)	~11 miles 121 tracts	1/22/18		
	RGV Border Wall System (RGV-05)	~2 miles 2 tracts	9/15/17	N/A (USFWS)	N/A (USFWS)
	RGV Border Wall System (RGV-06-09)	~25 miles Tracts TBD	Pending results of H&E study	BW8 FOIA b7C b7D USFWS 002931	TBD
* Status determined off of project schedule Baseline Dates					03/09/18
**# of tracts will change as we proceed through the Real Estate Acquisition Process					

NOTE: Subject to change based upon Acquisition Timelines

Milestones

Change From Last Week

Days Slip

30+ Days Slip

1-30 Days Slip

On Schedule

Complete



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
**Date:** Monday, January 29, 2018 7:07:42 AM  
**Attachments:** [image001.png](#)

---

Thank you. Can you let me know which ones you did answer so we don't duplicate efforts? We will work these and can talk to them during the meeting this am, but we will not have written, vetted answers by then.

(b) (6), (b) (7)(C)  
Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 26, 2018 4:53 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
>  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Good afternoon. Attached are the GAO questions we received. (b) (6), (b) (7)(C) and I went over them and there are a few that I am sure you answered or can answer.

Thank you,

(b) (6), (b) (7)(C)  
*Assistant Chief*  
ORMD  
(b) (6), (b) (7)(C) C

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 26, 2018 4:25 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) - As mentioned, here are the GAO questions we answered this am.

Please send us the pending questions from USBP and we will take a look.

(b) (6), (b) (7)(C) - heads up, (b) (6), (b) (7)(C) is going to send a GAO invite for 9 am Monday. (b) (6), (b) (7)(C) - Would be great if you could attend also.

Also, lesson learned - we will cc you on USBP related GAO answers - we always have challenged with who GAO questions get tasked - lots of run around. The fun never ends! ;-)

(b) (6), (b) (7)(C)  
Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, January 26, 2018 7:02 AM  
**To:** (b) (6), (b) (7)(C)  
> BPAM PMO TASKS (b) (7)(E)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) - Can you please add that all dates are estimates? The question asks for estimates, but if the answers get separated from the questions..you know where I am going with this. I cleared (b) (6), (b) (7)(C) section - so this is good to move forward please. Adding (b) (6), (b) (7)(C) for awareness on all things wall related.

(b) (6), (b) (7)(C)

Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, January 25, 2018 4:54 PM

**To:** (b) (6), (b) (7)(C) >; BPAM PMO TASKS

(b) (7)(E) >

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

Thank you ma'am!

(b) (6), (b) (7)(C) – good to move? (Or do we want (b) (6), (b) (7) comments/concurrence first?)

(b) (6), (b) (7)(C)

Team Lead, Communications  
Communications and Workforce Strategy  
Business Operations Division  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, January 25, 2018 4:52 PM

**To:** (b) (6), (b) (7)(C) BPAM PMO TASKS

**Cc:** (b) (6), (b) (7)(C)

**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

(b) (5)

(b) (5)

From: (b) (6), (b) (7)(C)  
To: (b) (6), (b) (7)(C) ; [BPAM PMO TASKS](#)  
Cc: (b) (6), (b) (7)(C)  
Subject: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
Date: Thursday, January 25, 2018 4:51:55 PM  
Attachments: [image001.png](#) Not Responsive  
[Wall\\_AA\\_Study\\_Plan\\_RevA2\\_LAE signed\\_20170929.pdf](#)  
[Wall\\_SELCTP\\_Final\\_20171108\\_signed.pdf](#)

---

(b) (5)

(b) (5)

**From:** (b) (6), (b) (7)(C)  
**To:** [BPAM PMO TASKS](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
**Date:** Thursday, January 25, 2018 4:21:47 PM  
**Attachments:** [CBP Question Follow-Up Items for GAO Wall Engagement \(102336\) DUE 124 @ 5PM \(Wed\) LEAD \(b\) \(6\), \(b\) \(7\)\(C\)](#).msg

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I sent the consolidated responses out yesterday and did not receive any additional comments.

Attached is still pending approval.

(b) (6), (b) (7)(C)

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**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Thursday, January 25, 2018 4:17 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

**Importance:** High

Hi All,

Where are we on this? OFAM needs to submit to MID by tomorrow.

Thank you,

(b) (6), (b) (7)(C)

Team Lead, Communications

Communications and Workforce Strategy

Business Operations Division

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Wednesday, January 24, 2018 8:37 AM

**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)  
**Importance:** High

Just a reminder—this is **due NLT 5:00 PM today, 1/24.**

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** BPAM PMO TASKS

**Sent:** Thursday, January 18, 2018 12:59 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

Looping in (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

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---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Tuesday, January 16, 2018 11:22 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

Hi (b) (6), (b) (7)(C)

This is the request you're already working—but just finally came through tasking channels.

Audit sent us a task this morning requesting getbacks from the GAO SW Border Wall meeting last week. OFAM advised that (b) (6), (b) (7)(C)/FO will handle BSIP, but the rest of the bullets (bolded) are for BPAM. **Audit has requested that answers be coordinated with OCC.**

(b) (5)

This is **due NLT 5:00 PM on Wednesday, 1/24.**



Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

[REDACTED]

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---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM-TASKINGS

**Sent:** Tuesday, January 16, 2018 10:47 AM

**To:** BPAM PMO TASKS (b) (7)(E)

**Cc:** OFAM-TASKINGS (b) (7)(E) FMEEEXCSUPPORT

(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 16, 2018 10:05 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Good morning,

Please forward the below follow up questions to FM&E. The requested information is due back to GAO by **Friday, January 26**. It will also have to be vetted through OCC as well:

(b) (5)

(b) (5)

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) ) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 09, 2018 3:34 PM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon,

Please see the attached email. This is a list of questions for the meeting this Thursday. Let me know if you have any questions. I know the Wall team has been communicating directly with Audit, etc., but this involves multiple people so I thought it was best to send through you.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

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**From:** (b) (6), (b) (7)(C) ) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Thursday, January 04, 2018 10:09 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support  
(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good morning,

Please see below. GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

Please send this over to the Wall team (BPAM) as well as anyone else involved in this effort.

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Let me know if you have any questions.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT

**Sent:** Wednesday, January 03, 2018 4:41 PM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Thanks,

OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)

Office of Facilities & Asset Management (OFAM)

---

**From:** Sarapu, Leslie [[\(b\) \(6\)](mailto:(b) (6))]

**Sent:** Wednesday, January 3, 2018 4:18 PM

**To:** (b) (6), (b) (7)(C); Davis, Ashley V <(b) (6)>

OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)

**Cc:** Henriquez, Elia (Jeanette) J <(b) (6)>

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I'd like to request an in-person meeting with officials from CBP's Office of Facilities and Assets Management on behalf of the GAO team reviewing CBP's southwest border wall (102336). We'd be happy to provide discussion topics or questions prior to the meeting.

Here are some potential dates for your consideration:

January 11<sup>th</sup> at 10:00

Monday, January 15<sup>th</sup> at 10:00, 11:00, or 1:00

Could you also please provide a list of contact information for the audit liaisons for this review?

We also had some document requests:

(b) (5)

Thanks for your help,  
Leslie

Leslie Sarapu  
Senior Analyst, Homeland Security & Justice  
U.S. Government Accountability Office

(b) (6)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, December 06, 2017 8:56 AM  
**To:** Davis, Ashley V; OFAM AUDIT PROGRAM MANAGEMENT  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

OFAM has informed me that the Test and Evaluation Master Plan "TEMP" is being routed for signatures. Once the TEMP is signed, OFAM will provide it to GAO.

I have copied OFAM on this message in case you have further questions. Thank you.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:](#) (b) (6)]  
**Sent:** Tuesday, December 5, 2017 10:45 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)>  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

See below for the update on request 1.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, December 05, 2017 8:06 AM  
**To:** Davis, Ashley V  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Does this fulfill your request? Are there any outstanding items?

---

**From:** Davis, Ashley V  
**Sent:** Tuesday, December 05, 2017 7:49:30 AM  
**To:** OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thank you!

Best,  
Ashley

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Sent:** Tuesday, December 05, 2017 7:34 AM  
**To:** Davis, Ashley V; (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)  
**Importance:** High

Good morning Ashley,

First and foremost, please accept our apology for our latency in delivering these documents. Our intent is to always cooperate with all audit matters in a complete and timely matter.

Please find attached all documents and presentation as requested. Please do not hesitate to let us know if you have any further questions for our Program Manager.

Thanks,

## OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)

Office of Facilities & Asset Management (OFAM)

---

**From:** Davis, Ashley V [mailto:(b) (6)]

**Sent:** Tuesday, November 21, 2017 2:02 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J <(b) (6) OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I just spoke with (b) (6), (b) (7)(C) and it sounds like they are moving forward.

Thanks,  
Ashley

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, November 21, 2017 1:43 PM

**To:** Davis, Ashley V

**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Was GAO and OFAM able to discuss?

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, November 16, 2017 4:32 PM

**To:** 'Davis, Ashley V' <(b) (6)>

**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E) (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

CBP/OFAM copied on this message wants to know if you can “narrow” the request at all for the planning documents for RGV? I think it would be best if you and (b) (6), (b) (7)(C)/OFAM (b) (6), (b) (7)(C) copied on this message discuss directly – perhaps a quick call? Thanks.

GAO question: “Is there additional documentation you could provide detailing the plans for RGV?”

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Tuesday, November 14, 2017 12:43 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie <(b) (6)>; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thanks, (b) (6), (b) (7)(C) We are interested in both projects.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 14, 2017 10:28 AM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT  
**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

I am seeking clarification on your question: “Is there additional documentation you could provide detailing the plans for RGV?” **Is GAO referring to the “wall” project only or the “gates” project as well?**

Thanks

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Monday, November 13, 2017 9:33 AM  
**To:** (b) (6), (b) (7)(C) (b) (6)



(b) (6) <[REDACTED]@hq.dhs.gov>

**Cc:** Sarapu, Leslie <[REDACTED] (b) (6)>; Henriquez, Elia (Jeanette) J <[REDACTED] (b) (6)>  
[REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi [REDACTED] (b) (6), (b) (7)(C)

By 11/27/17 if possible—it's particularly important for us to see the Testing Plans, given that CBP plans to start the testing very soon.

Thanks,  
Ashley

---

**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Monday, November 13, 2017 9:24 AM

**To:** Davis, Ashley V; [REDACTED] (b) (6)

**Cc:** Gambler, Rebecca; Sarapu, Leslie; Henriquez, Elia (Jeanette) J; [REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

Thank you. I am in receipt of your questions and will distribute for response. By what date are you seeking the response.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*

[REDACTED] (b) (6), (b) (7)(C)

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**From:** Davis, Ashley V [mailto:[REDACTED] (b) (6)]

**Sent:** Monday, November 13, 2017 9:16 AM

**To:** [REDACTED] (b) (6) [REDACTED] (b) (6), (b) (7)(C)

**Cc:** Gambler, Rebecca <[REDACTED] (b) (6)> Sarapu, Leslie <[REDACTED] (b) (6)>; Henriquez, Elia (Jeanette) J <[REDACTED] (b) (6)>

**Subject:** Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi [REDACTED] (b) (6) and [REDACTED] (b) (6), (b) (7)(C)

I wanted to send over a few follow-up requests, as discussed in our entrance conference.

(b) (5)

(b) (5)

Thanks! Please let me know if you have any questions.

Best,  
Ashley

Ashley Vaughan Davis  
Senior Analyst, Homeland Security and Justice  
U.S. Government Accountability Office  
441 G Street, NW  
Washington, DC 20548

(b) (6), (b) (7)(C)

**From:** [OFAM AUDIT PROGRAM MANAGEMENT](#)  
**To:** [OFAM-TASKINGS](#); [OFAM Business Operations Program Accountability Executive Support](#)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)  
**Date:** Wednesday, January 17, 2018 7:10:23 AM  
**Attachments:** [RE CBP Question Follow-Up Items for GAO Wall Engagement \(102336\) .msg](#)

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Good morning (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

The 1/4<sup>th</sup> deliverable includes the video, which we received clarification yesterday on what GAO was looking for (please see attached). You can combine the reminder of the 1/4<sup>th</sup> deliverable with what we received yesterday. That would make things a bit simpler.

Thank you for checking!

Have a great day and rest of week ☺

## OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)  
Office of Facilities & Asset Management (OFAM)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM-TASKINGS  
**Sent:** Tuesday, January 16, 2018 3:27 PM  
**To:** OFAM-TASKINGS (b) (7)(E); OFAM Business Operations Program Accountability Executive Support (b) (7)(E)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

Could you clarify with Audit on if the [\[AUDIT\] CBP Question: Follow-Up Items for GAO Wall Engagement \(102336\)](#) task that was created 1/4 can be closed in favor of the new [Getbacks from GAO Wall Engagement \(102336\) Meeting](#) task that was created today? Looking at the 2 tasks, the new task seems to be requesting the outstanding documents from the original, and so it seems like the first task was for lead-up to meeting, and second task is for remaining getbacks from that meeting.

Sincerely,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Agile Group  
Executive Support  
Office of Facilities and Asset Management (OFAM)  
DHS | CBP | Enterprise Services  
Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM-TASKINGS  
**Sent:** Tuesday, January 16, 2018 10:52 AM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E); OFAM-TASKINGS (b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thanks (b) (6), (b) (7)(E)

(b) (6), (b) (7)(C)

Agile Group

Executive Support

Office of Facilities and Asset Management (OFAM)

DHS | CBP | Enterprise Services

Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 16, 2018 10:39 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(E)

Audit has confirmed that specific question is indeed not for FM&E.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM-TASKINGS

**Sent:** Tuesday, January 16, 2018 10:18 AM

**To:** OFAM-TASKINGS (b) (7)(E) OFAM Business Operations Program Accountability Executive Support (b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Also- to confirm, who is responsible for choosing meeting time for follow up meeting mentioned at bottom? Is that for FM&E/BPAM as well, or USBP?

Thanks,

(b) (6), (b) (7)(E)

(b) (6), (b) (7)(C)

Agile Group

Executive Support

Office of Facilities and Asset Management (OFAM)

---

**From:** (b) (6), (b) (7)(C). **On Behalf Of** OFAM-TASKINGS

**Sent:** Tuesday, January 16, 2018 10:12 AM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E) OFAM-TASKINGS (b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

Will do. Just to help with context for tasker- are these getbacks from a meeting between GAO and CBP/OFAM? If so, do you know who from BPAM was involved in the meeting?

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Agile Group

Executive Support

Office of Facilities and Asset Management (OFAM)

DHS | CBP | Enterprise Services

Cell: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 16, 2018 10:05 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E) >

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Good morning,

Please forward the below follow up questions to FM&E. The requested information is due back to GAO by **Friday, January 26**. It will also have to be vetted through OCC as well:

- (b) (5)
- 
-

(b) (5)

GAO would be available on Thursday, January 25 with a start time between 10:00a.m. - 2:00p.m., or on Monday January 29 with a start time of 9:30 a.m., 1:30 p.m., or 2:00 p.m.

Best,

(b) (6), (b) (7)(C)

Communications  
Business Operations  
Program Accountability Branch

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**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 09, 2018 3:34 PM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon,

Please see the attached email. This is a list of questions for the meeting this Thursday. Let me know if you have any questions. I know the Wall team has been communicating directly with Audit, etc., but this involves multiple people so I thought it was best to send through you.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

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**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Thursday, January 04, 2018 10:09 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good morning,

Please see below. GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

Please send this over to the Wall team (BPAM) as well as anyone else involved in this effort.

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Let me know if you have any questions.

Best,

(b) (6), (b) (7)(C)

Communications  
Business Operations  
Program Accountability Branch

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT

**Sent:** Wednesday, January 03, 2018 4:41 PM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

(b) (6)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Thanks,

OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)

Office of Facilities & Asset Management (OFAM)

---

**From:** Sarapu, Leslie [[mailto:\(b\) \(6\)](#)]

**Sent:** Wednesday, January 3, 2018 4:18 PM

**To:** (b) (6), (b) (7)(C) Davis, Ashley V <(b) (6)>

OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)

**Cc:** Henriquez, Elia (Jeanette) J <(b) (6)>

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)



I'd like to request an in-person meeting with officials from CBP's Office of Facilities and Assets Management on behalf of the GAO team reviewing CBP's southwest border wall (102336). We'd be happy to provide discussion topics or questions prior to the meeting.

Here are some potential dates for your consideration:

January 11<sup>th</sup> at 10:00

Monday, January 15<sup>th</sup> at 10:00, 11:00, or 1:00

Could you also please provide a list of contact information for the audit liaisons for this review?

We also had some document requests:

(b) (5)

Thanks for your help,  
Leslie

Leslie Sarapu  
Senior Analyst, Homeland Security & Justice  
U.S. Government Accountability Office

(b) (6)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, December 06, 2017 8:56 AM  
**To:** Davis, Ashley V; OFAM AUDIT PROGRAM MANAGEMENT  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

OFAM has informed me that the Test and Evaluation Master Plan "TEMP" is being routed for signatures. Once the TEMP is signed, OFAM will provide it to GAO.

I have copied OFAM on this message in case you have further questions. Thank you.

(b) (6), (b) (7)(C), *Component Audit Liaison*

U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [mailto: (b) (6)]

**Sent:** Tuesday, December 5, 2017 10:45 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J < (b) (6)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

See below for the update on request 1.

(b) (5)

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**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, December 05, 2017 8:06 AM

**To:** Davis, Ashley V

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Does this fulfill your request? Are there any outstanding items?

---

**From:** Davis, Ashley V

**Sent:** Tuesday, December 05, 2017 7:49:30 AM

**To:** OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thank you!

Best,  
Ashley

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Sent:** Tuesday, December 05, 2017 7:34 AM  
**To:** Davis, Ashley V; (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)  
**Importance:** High

Good morning Ashley,

First and foremost, please accept our apology for our latency in delivering these documents. Our intent is to always cooperate with all audit matters in a complete and timely matter.

Please find attached all documents and presentation as requested. Please do not hesitate to let us know if you have any further questions for our Program Manager.

Thanks,

## OFAM Audit Program Management

(b) (7)(E)  
Business Operations Division (BOD)  
Office of Facilities & Asset Management (OFAM)

---

**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Tuesday, November 21, 2017 2:02 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E); (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I just spoke with (b) (6), (b) (7)(C) and it sounds like they are moving forward.

Thanks,  
Ashley

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 21, 2017 1:43 PM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Was GAO and OFAM able to discuss?

(b) (6), (b) (7)(C), Component Audit Liaison  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, November 16, 2017 4:32 PM  
**To:** 'Davis, Ashley V' <(b) (6)>  
**Cc:** Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E) (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

CBP/OFAM copied on this message wants to know if you can “narrow” the request at all for the planning documents for RGV? I think it would be best if you and (b) (6), (b) (7)(C)/OFAM (b) (6), (b) (7)(C) copied on this message discuss directly – perhaps a quick call? Thanks.

GAO question: “Is there additional documentation you could provide detailing the plans for RGV?”

(b) (6), (b) (7)(C) Component Audit Liaison  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:\(b\) \(6\)](#)]  
**Sent:** Tuesday, November 14, 2017 12:43 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thanks, (b) (6), (b) (7)(C) We are interested in both projects.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 14, 2017 10:28 AM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT  
**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

I am seeking clarification on your question: “Is there additional documentation you could provide detailing the plans for RGV?” **Is GAO referring to the “wall” project only or the “gates” project as well?**

Thanks

(b) (6), (b) (7)(C), Component Audit Liaison  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Monday, November 13, 2017 9:33 AM  
**To:** (b) (6), (b) (7)(C) (b) (6)  
(b) (6) <[redacted]@hq.dhs.gov>  
**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J <(b) (6)>  
(b) (6), (b) (7)(C)  
(b) (6)  
**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

By 11/27/17 if possible—it's particularly important for us to see the Testing Plans, given that CBP plans to start the testing very soon.

Thanks,  
Ashley

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, November 13, 2017 9:24 AM  
**To:** Davis, Ashley V; (b) (6)  
**Cc:** Gambler, Rebecca; Sarapu, Leslie; Henriquez, Elia (Jeanette) J; (b)(6);(b)(7)(C)  
(b) (6)  
**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

Thank you. I am in receipt of your questions and will distribute for response. By what date are you seeking the response.

(b) (6), (b) (7)(C), Component Audit Liaison  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Monday, November 13, 2017 9:16 AM  
**To:** (b) (6) <[redacted]@hq.dhs.gov>; (b) (6), (b) (7)(C)  
(b) (6)  
**Cc:** Gambler, Rebecca <(b) (6)> Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)>  
**Subject:** Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6) and (b) (6), (b) (7)(C)

I wanted to send over a few follow-up requests, as discussed in our entrance conference.

(b) (5)

Thanks! Please let me know if you have any questions.

Best,  
Ashley

Ashley Vaughan Davis  
Senior Analyst, Homeland Security and Justice  
U.S. Government Accountability Office  
441 G Street, NW  
Washington, DC 20548  
(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C) [BPAM PMO TASKS](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
**Date:** Thursday, January 25, 2018 4:46:57 PM

---

Thank you (b) (6), (b) (7)(C) can you please incorporate the following and tee up our final response? The only POC who hasn't responded now is Kristie.

(b) (6), (b) (7)(C)

Team Lead, Communications  
Communications and Workforce Strategy  
Business Operations Division  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, January 25, 2018 4:29 PM  
**To:** (b) (6), (b) (7)(C) [BPAM PMO TASKS](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

One update based on actual award

- (b) (5)

(b) (6), (b) (7)(C)

BPAM Project Manager

LMI Contractor

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, January 25, 2018 4:22 PM

**To:** BPAM PMO TASKS (b) (7)(E) (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

I sent the consolidated responses out yesterday and did not receive any additional comments.

Attached is still pending approval.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Thursday, January 25, 2018 4:17 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

**Importance:** High

Hi All,

Where are we on this? OFAM needs to submit to MID by tomorrow.

Thank you,

(b) (6), (b) (7)(C)

Team Lead, Communications

Communications and Workforce Strategy

Business Operations Division

Border Patrol & Air and Marine Program Management Office (BPAM PMO)



Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) ) On Behalf Of BPAM PMO TASKS

**Sent:** Wednesday, January 24, 2018 8:37 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

**Importance:** High

Just a reminder—this is **due NLT 5:00 PM today, 1/24.**

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Thursday, January 18, 2018 12:59 PM

**To:** (b) (6), (b) (7)(C)

>

**Cc:** (b) (6), (b) (7)(C)

>

>

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

Looping in (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)  
[REDACTED]

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Tuesday, January 16, 2018 11:22 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

Hi (b) (6), (b) (7)(C)

This is the request you're already working—but just finally came through tasking channels.

Audit sent us a task this morning requesting getbacks from the GAO SW Border Wall meeting last week. OFAM advised that (b) (6), (b) (7)(C)/FO will handle BSIP, but the rest of the bullets (bolded) are for BPAM. **Audit has requested that answers be coordinated with OCC.**

(b) (5)

(b) (5)

This is **due NLT 5:00 PM on Wednesday, 1/24.**

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM-TASKINGS  
**Sent:** Tuesday, January 16, 2018 10:47 AM  
**To:** BPAM PMO TASKS (b) (7)(E)  
**Cc:** OFAM-TASKINGS (b) (7)(E); FMEEEXCSUPPORT  
(b) (7)(E)  
**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM Business Operations Program Accountability  
Executive Support  
**Sent:** Tuesday, January 16, 2018 10:05 AM  
**To:** OFAM-TASKINGS (b) (7)(E)  
**Cc:** OFAM Business Operations Program Accountability Executive Support  
(b) (7)(E)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Good morning,

Please forward the below follow up questions to FM&E. The requested information is due back to GAO by **Friday, January 26**. It will also have to be vetted through OCC as well:

(b) (5)

(b) (5)

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 09, 2018 3:34 PM

**To:** OFAM-TASKINGS <(b) (7)(E)>

**Cc:** OFAM Business Operations Program Accountability Executive Support  
(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon,

Please see the attached email. This is a list of questions for the meeting this Thursday. Let me know if you have any questions. I know the Wall team has been communicating directly with Audit, etc., but this involves multiple people so I thought it was best to send through you.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Thursday, January 04, 2018 10:09 AM

**To:** OFAM-TASKINGS (b) (7)(E) >

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good morning,

Please see below. GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

Please send this over to the Wall team (BPAM) as well as anyone else involved in this effort.

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Let me know if you have any questions.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT

**Sent:** Wednesday, January 03, 2018 4:41 PM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E); (b)(6);(b)(7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Thanks,

OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)

Office of Facilities & Asset Management (OFAM)

---

**From:** Sarapu, Leslie [[mailto:\(b\) \(6\)](#)]

**Sent:** Wednesday, January 3, 2018 4:18 PM

**To:** (b) (6), (b) (7)(C) Davis, Ashley V <(b) (6)>

OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)

**Cc:** Henriquez, Elia (Jeanette) J <(b) (6)>

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I'd like to request an in-person meeting with officials from CBP's Office of Facilities and Assets

Management on behalf of the GAO team reviewing CBP's southwest border wall (102336). We'd be happy to provide discussion topics or questions prior to the meeting.

Here are some potential dates for your consideration:

January 11<sup>th</sup> at 10:00

Monday, January 15<sup>th</sup> at 10:00, 11:00, or 1:00

Could you also please provide a list of contact information for the audit liaisons for this review?

We also had some document requests:

(b) (5)

Thanks for your help,  
Leslie

Leslie Sarapu  
Senior Analyst, Homeland Security & Justice  
U.S. Government Accountability Office

(b) (6)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, December 06, 2017 8:56 AM  
**To:** Davis, Ashley V; OFAM AUDIT PROGRAM MANAGEMENT  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

OFAM has informed me that the Test and Evaluation Master Plan "TEMP" is being routed for signatures. Once the TEMP is signed, OFAM will provide it to GAO.

I have copied OFAM on this message in case you have further questions. Thank you.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:](#) (b) (6)]

**Sent:** Tuesday, December 5, 2017 10:45 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie <(b) (6)>; Henriquez, Elia (Jeanette) J <(b) (6)>

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

See below for the update on request 1.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, December 05, 2017 8:06 AM

**To:** Davis, Ashley V

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Does this fulfill your request? Are there any outstanding items?

---

**From:** Davis, Ashley V

**Sent:** Tuesday, December 05, 2017 7:49:30 AM

**To:** OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thank you!

Best,  
Ashley



---

**From:** OFAM AUDIT PROGRAM MANAGEMENT [REDACTED] (b) (7)(E)  
**Sent:** Tuesday, December 05, 2017 7:34 AM  
**To:** Davis, Ashley V; [REDACTED] (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)  
**Importance:** High

Good morning Ashley,

First and foremost, please accept our apology for our latency in delivering these documents. Our intent is to always cooperate with all audit matters in a complete and timely matter.

Please find attached all documents and presentation as requested. Please do not hesitate to let us know if you have any further questions for our Program Manager.

Thanks,

## OFAM Audit Program Management

[REDACTED] (b) (7)(E)  
Business Operations Division (BOD)  
Office of Facilities & Asset Management (OFAM)

---

**From:** Davis, Ashley V [mailto:[REDACTED]] (b) (6)  
**Sent:** Tuesday, November 21, 2017 2:02 PM  
**To:** [REDACTED] (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie [REDACTED] (b) (6); Henriquez, Elia (Jeanette) J <[REDACTED] (b) (6)> OFAM AUDIT PROGRAM MANAGEMENT [REDACTED] (b) (7)(E) [REDACTED] (b) (6), (b) (7)(C)  
[REDACTED]  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi [REDACTED] (b) (6), (b) (7)(C)

I just spoke with [REDACTED] (b) (6), (b) (7)(C) and it sounds like they are moving forward.

Thanks,  
Ashley

---

**From:** [REDACTED] (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 21, 2017 1:43 PM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT; [REDACTED] (b) (6), (b) (7)(C)  
[REDACTED]  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Was GAO and OFAM able to discuss?

[REDACTED] (b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*

Washington, DC

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, November 16, 2017 4:32 PM

**To:** 'Davis, Ashley V' <(b) (6)>

**Cc:** Sarapu, Leslie <(b) (6)>; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

(b) (6)

CBP/OFAM copied on this message wants to know if you can “narrow” the request at all for the planning documents for RGV? I think it would be best if you and (b) (6), (b) (7)(C)/OFAM (b) (6), (b) (7)(C) copied on this message discuss directly – perhaps a quick call? Thanks.

GAO question: “Is there additional documentation you could provide detailing the plans for RGV?”

(b) (6), (b) (7)(C), *Component Audit Liaison*

*U.S. Customs and Border Protection*

*Washington, DC*

(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:\(b\) \(6\)](#)]

**Sent:** Tuesday, November 14, 2017 12:43 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** Sarapu, Leslie <(b) (6)>; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thanks, (b) (6), (b) (7)(C) We are interested in both projects.

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, November 14, 2017 10:28 AM

**To:** Davis, Ashley V

**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT

**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

I am seeking clarification on your question: “Is there additional documentation you could provide detailing the plans for RGV?” **Is GAO referring to the “wall” project only or the “gates” project as well?**

Thanks

(b) (6), (b) (7)(C), *Component Audit Liaison*

U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:\[REDACTED\]](mailto:[REDACTED])] (b) (6)

**Sent:** Monday, November 13, 2017 9:33 AM

**To:** [REDACTED] (b) (6), (b) (7)(C) >; [REDACTED] (b) (6)  
[REDACTED] @hq.dhs.gov>

**Cc:** Sarapu, Leslie [REDACTED] (b) (6) >; Henriquez, Elia (Jeanette) J <[REDACTED] (b) (6)  
[REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi [REDACTED] (b) (6), (b) (7)(C)

By 11/27/17 if possible—it's particularly important for us to see the Testing Plans, given that CBP plans to start the testing very soon.

Thanks,  
Ashley

---

**From:** [REDACTED] (b) (6), (b) (7)(C)

**Sent:** Monday, November 13, 2017 9:24 AM

**To:** Davis, Ashley V; [REDACTED] (b) (6)

**Cc:** Gambler, Rebecca; Sarapu, Leslie; Henriquez, Elia (Jeanette) J; [REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

Thank you. I am in receipt of your questions and will distribute for response. By what date are you seeking the response.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:\[REDACTED\]](mailto:[REDACTED])] (b) (6)

**Sent:** Monday, November 13, 2017 9:16 AM

**To:** [REDACTED] (b) (6) @hq.dhs.gov>; [REDACTED] (b) (6), (b) (7)(C)

**Cc:** Gambler, Rebecca <[REDACTED] (b) (6)> Sarapu, Leslie <[REDACTED] (b) (6)>; Henriquez, Elia (Jeanette) J <[REDACTED] (b) (6)>

**Subject:** Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6) and (b) (6), (b) (7)(C)

I wanted to send over a few follow-up requests, as discussed in our entrance conference.

(b) (5)

Thanks! Please let me know if you have any questions.

Best,  
Ashley

Ashley Vaughan Davis  
Senior Analyst, Homeland Security and Justice  
U.S. Government Accountability Office  
441 G Street, NW  
Washington, DC 20548  
(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C) [BPAM PMO TASKS](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
**Date:** Thursday, January 25, 2018 4:23:40 PM

---

Thank you (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Team Lead, Communications

Communications and Workforce Strategy

Business Operations Division

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, January 25, 2018 4:22 PM  
**To:** [BPAM PMO TASKS](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

I sent the consolidated responses out yesterday and did not receive any additional comments.

Attached is still pending approval.

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** [BPAM PMO TASKS](#)

**Sent:** Thursday, January 25, 2018 4:17 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

**Importance:** High

Hi All,

Where are we on this? OFAM needs to submit to MID by tomorrow.

Thank you,

(b) (6), (b) (7)(C)

Team Lead, Communications

Communications and Workforce Strategy

Business Operations Division

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

[REDACTED]

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Wednesday, January 24, 2018 8:37 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

**Importance:** High

Just a reminder—this is **due NLT 5:00 PM today, 1/24.**

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

[REDACTED]

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Thursday, January 18, 2018 12:59 PM

**To:** (b) (6), (b) (7)(C)

[REDACTED]

**Cc:** (b) (6), (b) (7)(C)

[REDACTED]

[REDACTED]

(b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

Looping in (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS

**Sent:** Tuesday, January 16, 2018 11:22 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM  
(Wed) LEAD: (b) (6), (b) (7)(C)

Hi (b) (6), (b) (7)(C)

This is the request you're already working—but just finally came through tasking channels.

Audit sent us a task this morning requesting getbacks from the GAO SW Border Wall meeting last week. OFAM advised that (b) (6), (b) (7)(C)/FO will handle BSIP, but the rest of the bullets (bolded) are for BPAM. **Audit has requested that answers be coordinated with OCC.**

(b) (5)

(b) (5)

This is **due NLT 5:00 PM on Wednesday, 1/24.**

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

[REDACTED]

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM-TASKINGS

**Sent:** Tuesday, January 16, 2018 10:47 AM

**To:** BPAM PMO TASKS (b) (7)(E)

**Cc:** OFAM-TASKINGS (b) (7)(E) FMEEEXCSUPPORT

(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

---

**From:** (b) (6), (b) (7)(C) **On Behalf Of** OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 16, 2018 10:05 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)



Good morning,

Please forward the below follow up questions to FM&E. The requested information is due back to GAO by **Friday, January 26**. It will also have to be vetted through OCC as well:

(b) (5)

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Tuesday, January 09, 2018 3:34 PM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon,

Please see the attached email. This is a list of questions for the meeting this Thursday. Let me know if you have any questions. I know the Wall team has been communicating directly with Audit, etc., but this involves multiple people so I thought it was best to send through you.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** (b) (6), (b) (7)(C) On Behalf Of OFAM Business Operations Program Accountability Executive Support

**Sent:** Thursday, January 04, 2018 10:09 AM

**To:** OFAM-TASKINGS (b) (7)(E)

**Cc:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good morning,

Please see below. GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

Please send this over to the Wall team (BPAM) as well as anyone else involved in this effort.

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Let me know if you have any questions.

Best,

(b) (6), (b) (7)(C)

Communications

Business Operations

Program Accountability Branch

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT

**Sent:** Wednesday, January 03, 2018 4:41 PM

**To:** OFAM Business Operations Program Accountability Executive Support

(b) (7)(E)

(b) (6), (b) (7)(C)

**Subject:** FW: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

**Importance:** High

Good afternoon (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

GAO would like to have an in-person meeting with OFAM officials that are working on the southwest border wall project. Their meeting is in support of the ongoing GAO Priority Audit CBP's southwest border wall (102336).

1. GAO suggested meeting dates: Thursday, January 11th at 10:00; and Monday, January 15th (Federal Holiday) at 10:00, 11:00, or 1:00. Please let us know by Friday January 5, 2018; if any of the meeting dates work for the audit liaisons for this review. Or, if the audit liaisons have suggested meeting dates, and what are they?
2. GAO has asked that OFAM provide a list of contact information for the audit liaisons for this review.
3. GAO also has some document requests, per previous communication. Please see below.

(b) (5)

For items 2 and 3 above, please let us know as soon as possible.

Thanks,

OFAM Audit Program Management

(b) (7)(E)

Business Operations Division (BOD)

Office of Facilities & Asset Management (OFAM)

---

**From:** Sarapu, Leslie [mailto:(b) (6)]

**Sent:** Wednesday, January 3, 2018 4:18 PM

**To:** (b) (6), (b) (7)(C) Davis, Ashley V <(b) (6)>  
OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)

**Cc:** Henriquez, Elia (Jeanette) J <(b) (6)>

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I'd like to request an in-person meeting with officials from CBP's Office of Facilities and Assets Management on behalf of the GAO team reviewing CBP's southwest border wall (102336). We'd be happy to provide discussion topics or questions prior to the meeting.

Here are some potential dates for your consideration:

January 11<sup>th</sup> at 10:00

Monday, January 15<sup>th</sup> at 10:00, 11:00, or 1:00

Could you also please provide a list of contact information for the audit liaisons for this review?

We also had some document requests:

(b) (5)

Thanks for your help,  
Leslie

Leslie Sarapu  
Senior Analyst, Homeland Security & Justice  
U.S. Government Accountability Office

(b) (6)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, December 06, 2017 8:56 AM

**To:** Davis, Ashley V; OFAM AUDIT PROGRAM MANAGEMENT

**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

OFAM has informed me that the Test and Evaluation Master Plan "TEMP" is being routed for signatures. Once the TEMP is signed, OFAM will provide it to GAO.

I have copied OFAM on this message in case you have further questions. Thank you.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[mailto:](#) (b) (6)]  
**Sent:** Tuesday, December 5, 2017 10:45 AM

**To:** (b) (6), (b) (7)(C) >

**Cc:** Sarapu, Leslie (b) (6)

(b) (6) Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

See below for the update on request 1.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Tuesday, December 05, 2017 8:06 AM

**To:** Davis, Ashley V

**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Does this fulfill your request? Are there any outstanding items?

**From:** Davis, Ashley V  
**Sent:** Tuesday, December 05, 2017 7:49:30 AM  
**To:** OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thank you!

Best,  
Ashley

---

**From:** OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Sent:** Tuesday, December 05, 2017 7:34 AM  
**To:** Davis, Ashley V; (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)  
**Importance:** High

Good morning Ashley,

First and foremost, please accept our apology for our latency in delivering these documents. Our intent is to always cooperate with all audit matters in a complete and timely matter.

Please find attached all documents and presentation as requested. Please do not hesitate to let us know if you have any further questions for our Program Manager.

Thanks,

## OFAM Audit Program Management

(b) (7)(E)  
Business Operations Division (BOD)  
Office of Facilities & Asset Management (OFAM)

---

**From:** Davis, Ashley V [[mailto:](#) (b) (6)]  
**Sent:** Tuesday, November 21, 2017 2:02 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie (b) (6) >; Henriquez, Elia (Jeanette) J <(b) (6)> OFAM  
AUDIT PROGRAM MANAGEMENT (b) (7)(E); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

I just spoke with (b) (6), (b) (7)(C) and it sounds like they are moving forward.

Thanks,  
Ashley

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 21, 2017 1:43 PM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT; (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Was GAO and OFAM able to discuss?

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, November 16, 2017 4:32 PM  
**To:** 'Davis, Ashley V' (b) (6)  
**Cc:** Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)> OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E) (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

CBP/OFAM copied on this message wants to know if you can “narrow” the request at all for the planning documents for RGV? I think it would be best if you and (b) (6), (b) (7)(C)/OFAM (b) (6), (b) (7)(C) copied on this message discuss directly – perhaps a quick call? Thanks.

GAO question: “Is there additional documentation you could provide detailing the plans for RGV?”

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*  
(b) (6), (b) (7)(C)

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**From:** Davis, Ashley V [mailto:(b) (6)]  
**Sent:** Tuesday, November 14, 2017 12:43 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** Sarapu, Leslie (b) (6); Henriquez, Elia (Jeanette) J <(b) (6)> OFAM AUDIT PROGRAM MANAGEMENT (b) (7)(E)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Thanks, (b) (6), (b) (7)(C) We are interested in both projects.

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, November 14, 2017 10:28 AM  
**To:** Davis, Ashley V  
**Cc:** Sarapu, Leslie; Henriquez, Elia (Jeanette) J; OFAM AUDIT PROGRAM MANAGEMENT

**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

I am seeking clarification on your question: "Is there additional documentation you could provide detailing the plans for RGV?" **Is GAO referring to the "wall" project only or the "gates" project as well?**

Thanks

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*

(b) (6), (b) (7)(C)

---

**From:** Davis, Ashley V [[@hq.dhs.gov](mailto:(b) (6))]

**Sent:** Monday, November 13, 2017 9:33 AM

**To:** (b) (6), (b) (7)(C) (b) (6)

(b) (6) [@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)

**Cc:** Sarapu, Leslie (b) (6) Henriquez, Elia (Jeanette) J <(b) (6)>

(b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6), (b) (7)(C)

By 11/27/17 if possible—it's particularly important for us to see the Testing Plans, given that CBP plans to start the testing very soon.

Thanks,  
Ashley

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Monday, November 13, 2017 9:24 AM

**To:** Davis, Ashley V; (b) (6)

**Cc:** Gambler, Rebecca; Sarapu, Leslie; Henriquez, Elia (Jeanette) J; (b) (6), (b) (7)(C)

**Subject:** RE: Entrance Follow-Up Items for GAO Wall Engagement (102336)

Ashley:

Thank you. I am in receipt of your questions and will distribute for response. By what date are you seeking the response.

(b) (6), (b) (7)(C), *Component Audit Liaison*  
*U.S. Customs and Border Protection*  
*Washington, DC*

(b) (6), (b) (7)(C)



---

**From:** Davis, Ashley V [mailto: (b) (6)]

**Sent:** Monday, November 13, 2017 9:16 AM

**To:** (b) (6) < (b) (6)@hq.dhs.gov>; (b) (6), (b) (7)(C)

(b) (6) < (b) (6)>

**Cc:** Gambler, Rebecca < (b) (6)> Sarapu, Leslie < (b) (6)>; Henriquez, Elia (Jeanette) J < (b) (6)>

**Subject:** Entrance Follow-Up Items for GAO Wall Engagement (102336)

Hi (b) (6) and (b) (6), (b) (7)(C)

I wanted to send over a few follow-up requests, as discussed in our entrance conference.

(b) (5)

Thanks! Please let me know if you have any questions.

Best,  
Ashley

Ashley Vaughan Davis  
Senior Analyst, Homeland Security and Justice  
U.S. Government Accountability Office  
441 G Street, NW  
Washington, DC 20548  
(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C) on behalf of [BPAM PMO TASKS](#)  
**To:** (b) (6), (b) (7)(C) : [BPAM PMO TASKS](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)  
**Date:** Thursday, January 25, 2018 5:05:02 PM  
**Attachments:** [image001.png](#)

---

No idea why I wrote (b) (6), (b) (7) but that should have said (b)(6),(b)(7) below ☺

(b) (6), (b) (7)(C)  
Team Lead, Communications  
Communications and Workforce Strategy  
Business Operations Division  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)  
[REDACTED]

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, January 25, 2018 4:54 PM  
**To:** (b) (6), (b) (7)(C) : [BPAM PMO TASKS](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

Thank you ma'am!

(b) (6), (b) (7)(C) – good to move? (Or do we want (b) (6), (b) (7) comments/concurrence first?)

(b) (6), (b) (7)(C)  
Team Lead, Communications  
Communications and Workforce Strategy  
Business Operations Division  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
Mobile: (b) (6), (b) (7)(C)  
[REDACTED]

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, January 25, 2018 4:52 PM  
**To:** (b) (6), (b) (7)(C) : [BPAM PMO TASKS](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** CBP Question: Follow-Up Items for GAO Wall Engagement (102336) DUE: 1/24 @ 5PM (Wed) LEAD: (b) (6), (b) (7)(C)

(b) (5)

(b) (5)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C); [CALVO, KARL H.](#)  
**Subject:** RE: FY17/FY18 Follow Up  
**Date:** Monday, March 06, 2017 7:04:19 AM

---

(b) (6), (b) (7) Spot on -

(b) (6), (b) (7)(C)  
[REDACTED]

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 05, 2017 7:28 PM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
[REDACTED]  
**Subject:** RE: FY17/FY18 Follow Up

WRT to the question of wall/TI v. technology. I've done my best to make this simple and to flow logically, but it's a complex issue. (b) (6), (b) (7)(C) did I miss anything?

(b) (6) asks us to (b) (5)  
[REDACTED]  
[REDACTED]  
[REDACTED]

This statement generates two questions that we will need to answer in order to ensure we can appropriately respond to the request.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 5, 2017 5:11 PM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

Karl – With regard to the statement from EAC Kolbe and our conversation.

(b) (5)

(b) (6), (b) (7)(C) anything to add or modify?

Best,

(b) (6), (b) (7)(C)

---

**From:** CALVO, KARL H.

**Sent:** Sunday, March 5, 2017 11:54 AM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Subject:** FW: FY17/FY18 Follow Up

We need to craft responses to the \$1B Wall break down question. Need to work with USBP on that.

---

**From:** WILLIAMS, JAYE M

**Sent:** Sunday, March 05, 2017 11:43:10 AM

**To:** KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

To be clear, the HRM rationalization is required for the \$115 million in the 2017 Amendment. So it is still needed.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** KOLBE, KATHRYN  
**Sent:** Sunday, March 05, 2017 11:34:45 AM  
**To:** JACKSTA, LINDA L (AC HRM); WILLIAMS, JAYE M; CALVO, KARL H.; BORKOWSKI, MARK S  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

[REDACTED]

- *Per the call, we are expecting two sets of getbacks by COB today:*

(b) (5)

Linda, FYSA – (b) (5)

[REDACTED]

Karl/Mark, FYSA – (b) (5)

[REDACTED]

I'm sure C2 will want to review our proposed responses to this mid-day, so please work with the Finance team to provide a coordinated response Monday morning... thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6); (b) (6), (b) (7)(C)

MCALEENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D

**Sent:** Friday, March 03, 2017 7:02:20 PM

**To:** WILLIAMS, JAYE M

**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K

**Subject:** RE: FY17/FY18 Follow Up

OK, no reason to work the weekend if we can do it Monday.

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, 03 March, 2017 19:01

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6); (b) (6), (b) (7)(C)

MCALEENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

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**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D  
**Sent:** Friday, March 03, 2017 6:54:43 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

Jaye,  
Thanks. So they want this back tonight?

V/R  
R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S  
(b) (6); (b) (6), (b) (7)(C)  
MCALEENAN, KEVIN K (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up



New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6); WILLIAMS, JAYE M; (b) (6), (b) (7)(C)  
**Cc:** (b) (6) EOP/OMB  
**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

(b) (5)

(b) (5)

FY 2017:

(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** [CALVO, KARL H.](#); (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up  
**Date:** Monday, March 06, 2017 7:06:36 AM

---

Red high lite is correct below

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

---

**From:** CALVO, KARL H.  
**Sent:** Sunday, March 05, 2017 7:26 PM  
**To:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

(b) (6), (b) (7)(C),

(b) (5)

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C) (Office)  
(b) (6), (b) (7)(C) (cell)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 5, 2017 5:11 PM  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

Karl – With regard to the statement from EAC Kolbe and our conversation.

(b) (5)

(b) (5)

(b) (6), (b) (7)(C) anything to add or modify?

Best,

(b) (6), (b) (7)(C)

---

**From:** CALVO, KARL H.

**Sent:** Sunday, March 5, 2017 11:54 AM

**To:** (b) (6), (b) (7)(C)

**Subject:** FW: FY17/FY18 Follow Up

We need to craft responses to the \$1B Wall break down question. Need to work with USBP on that.

---

**From:** WILLIAMS, JAYE M

**Sent:** Sunday, March 05, 2017 11:43:10 AM

**To:** KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

To be clear, the HRM rationalization is required for the \$115 million in the 2017 Amendment. So it is still needed.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** KOLBE, KATHRYN

**Sent:** Sunday, March 05, 2017 11:34:45 AM

**To:** JACKSTA, LINDA L (AC HRM); WILLIAMS, JAYE M; CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

(b) (5)

- *Per the call, we are expecting two sets of getbacks by COB today:*

(b) (5)

Linda, FYSA –

(b) (5)

Karl/Mark, FYSA –

(b) (5)

I'm sure C2 will want to review our proposed responses to this mid-day, so please work with the Finance team to provide a coordinated response Monday morning... thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C) >; FLANAGAN, PATRICK S

(b) (6); (b) (6), (b) (7)(C)

MCALEENAN, KEVIN K (b) (6), (b) (7)(C) >

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D

**Sent:** Friday, March 03, 2017 7:02:20 PM

**To:** WILLIAMS, JAYE M

**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K

**Subject:** RE: FY17/FY18 Follow Up

OK, no reason to work the weekend if we can do it Monday.

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, 03 March, 2017 19:01

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6); (b) (6), (b) (7)(C)

MCALEENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D  
**Sent:** Friday, March 03, 2017 6:54:43 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

Jaye,

Thanks. So they want this back tonight?

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S  
(b) (6); (b) (6), (b) (7)(C)  
MCALEENAN, KEVIN K (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6) WILLIAMS, JAYE M; (b)(6):(b)(7)(C)  
**Cc:** (b) (6) EOP/OMB  
**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

(b) (5)

**FY 2017:**

(b) (5)



(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up  
**Date:** Monday, March 06, 2017 9:28:23 AM

---

Sure. For #1, we'd be talking things like (b) (7)(E) site(s).

For #2 it would be stand-alone technology like the (b) (7)(E) program.

Does that help?

---

**From:** CALVO, KARL H.  
**Sent:** Monday, March 6, 2017 9:25 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

(b) (6), (b) (7)(C)

(b) (5), (b) (7)(E)

Trying to understand the difference between 1 & 2.

r/ Karl

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C) (Office)

(b) (6), (b) (7)(C) (cell)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 5, 2017 7:28 PM  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

WRT to the question of wall/TI v. technology. I've done my best to make this simple and to flow logically, but it's a complex issue. (b) (6), (b) (7)(C) did I miss anything?

(b) (6) asks us to (b) (5)

This statement generates two questions that we will need to answer in order to ensure we can

appropriately respond to the request.

(b) (5)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Sunday, March 5, 2017 5:11 PM

**To:** CALVO, KARL H. (b) (6), (b) (7)(C)

>

**Subject:** RE: FY17/FY18 Follow Up

Karl – With regard to the statement from EAC Kolbe and our conversation.

(b) (5)

(b) (6), (b) (7)(C) anything to add or modify?

Best,

(b) (6), (b) (7)

---

**From:** CALVO, KARL H.

**Sent:** Sunday, March 5, 2017 11:54 AM

**To:** (b) (6), (b) (7)(C)

>

**Subject:** FW: FY17/FY18 Follow Up

We need to craft responses to the \$1B Wall break down question. Need to work with USBP on that.

---

**From:** WILLIAMS, JAYE M

**Sent:** Sunday, March 05, 2017 11:43:10 AM

**To:** KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

To be clear, the HRM rationalization is required for the \$115 million in the 2017 Amendment. So it is still needed.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** KOLBE, KATHRYN

**Sent:** Sunday, March 05, 2017 11:34:45 AM

**To:** JACKSTA, LINDA L (AC HRM); WILLIAMS, JAYE M; CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

[REDACTED]

- *Per the call, we are expecting two sets of getbacks by COB today:*

(b) (5)

(b) (5)

Linda, FYSA – (b) (5)

Karl/Mark, FYSA – (b) (5)

y.

I'm sure C2 will want to review our proposed responses to this mid-day, so please work with the Finance team to provide a coordinated response Monday morning... thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6); (b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams

Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D  
**Sent:** Friday, March 03, 2017 7:02:20 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

OK, no reason to work the weekend if we can do it Monday.

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 19:01  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C) >; FLANAGAN, PATRICK S  
(b) (6) (b) (6), (b) (7)(C)  
MCALEENAN, KEVIN K (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

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**From:** ALLES, RANDOLPH D  
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**Subject:** RE: FY17/FY18 Follow Up

Jaye,

Thanks. So they want this back tonight?

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S  
(b) (6); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C); MCALEENAN, KEVIN K (b) (6), (b) (7)(C) >  
**Subject:** FW: FY17/FY18 Follow Up

New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6); WILLIAMS, JAYE M; (b) (6), (b) (7)(C)  
**Cc:** (b) (6); EOP/OMB  
**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

- 

(b) (5)

- (b) (5)
- 
- 
- 
- 

FY 2017:

- (b) (5)
- 
-



(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C); [CALVO, KARL H.](#)  
**Subject:** RE: FY17/FY18 Follow Up  
**Date:** Monday, March 06, 2017 7:01:12 AM

---

(b) (5)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 05, 2017 9:02 PM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

(b) (6), (b) (7)(C)

---

**From:** CALVO, KARL H.  
**Sent:** Sunday, March 5, 2017 7:26 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

(b) (6), (b) (7)(C),

(b) (5)

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C) (Office)

(b) (6), (b) (7)(C) (cell)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Sunday, March 5, 2017 5:11 PM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

Karl – With regard to the statement from EAC Kolbe and our conversation.

(b) (5)

(b) (6), (b) (7)(C) anything to add or modify?

Best,

(b) (6), (b) (7)(C)

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**Sent:** Sunday, March 5, 2017 11:54 AM

**To:** (b) (6), (b) (7)(C)

**Subject:** FW: FY17/FY18 Follow Up

We need to craft responses to the \$1B Wall break down question. Need to work with USBP on that.

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**To:** KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); CALVO, KARL H.; BORKOWSKI, MARK S

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

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Jaye M. Williams  
Assistant Commissioner

Office of Finance

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**From:** KOLBE, KATHRYN  
**Sent:** Sunday, March 05, 2017 11:34:45 AM  
**To:** JACKSTA, LINDA L (AC HRM); WILLIAMS, JAYE M; CALVO, KARL H.; BORKOWSKI, MARK S  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

[REDACTED]

- *Per the call, we are expecting two sets of getbacks by COB today:*

(b) (5)

Linda, FYSA – (b) (5)

[REDACTED]

Karl/Mark, FYSA – (b) (5)

[REDACTED]

I'm sure C2 will want to review our proposed responses to this mid-day, so please work with the Finance team to provide a coordinated response Monday morning...

thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C) >; FLANAGAN, PATRICK S

(b) (6) ; (b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

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**From:** ALLES, RANDOLPH D

**Sent:** Friday, March 03, 2017 7:02:20 PM

**To:** WILLIAMS, JAYE M

**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) ; MCALLENAN, KEVIN K

**Subject:** RE: FY17/FY18 Follow Up

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V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

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**From:** WILLIAMS, JAYE M

**Sent:** Friday, 03 March, 2017 19:01

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C) ; FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

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**Sent:** Friday, March 03, 2017 6:54:43 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

Jaye,  
Thanks. So they want this back tonight?

V/R  
R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C) >; FLANAGAN, PATRICK S  
(b) (6); (b) (6), (b) (7)(C)  
MCALEENAN, KEVIN K <(b) (6), (b) (7)(C)>  
**Subject:** FW: FY17/FY18 Follow Up

New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6); WILLIAMS, JAYE M; (b) (6), (b) (7)(C)  
**Cc:** (b) (6) EOP/OMB  
**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

- (b) (5)
- 
- 
- 
-

(b) (5)

FY 2017:

(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting  
**Date:** Wednesday, February 28, 2018 8:49:07 AM  
**Attachments:** (b) (5)

---

Heads up.

(b) (6), (b) (7)(C)

Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, February 28, 2018 8:47 AM  
**To:** (b) (6), (b) (7)(C) >; OFAM-TASKINGS  
(b) (7)(E)  
**Cc:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C); BPAM PMO TASKS (b) (7)(E)  
**Subject:** RE: Border Wall Interagency Taskforce Meeting

Yes – please advise as to the time OFAM would like to see it.

(b) (6), (b) (7)(C) – please task to (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, February 28, 2018 8:33 AM  
**To:** OFAM-TASKINGS (b) (7)(E)  
**Cc:** (b) (6), (b) (7)(C)  
>  
**Subject:** RE: Border Wall Interagency Taskforce Meeting

We have not seen this.  
We can just pull from the USM slides I believe.

(b) (6), (b) (7)(C) – could your team work the draft for this?

(b) (6), (b) (7)(C)

Special Projects Analyst  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** OFAM-TASKINGS

**Sent:** Wednesday, February 28, 2018 8:29 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** OFAM-TASKINGS (b) (7)(E)

**Subject:** FW: Border Wall Interagency Taskforce Meeting

Hi (b) (6), (b) (7)(C) – The below was sent to Karl yesterday. I don't see this on BPAM's list, are you working it?

(b) (6), (b) (7)(C)

Senior Task Manager  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec

**Sent:** Wednesday, February 28, 2018 8:27 AM

**To:** OFAM-TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)

**Cc:** Enterprise Services Exec Sec (b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** FW: Border Wall Interagency Taskforce Meeting

Good Morning OFAM,

ExecSec was made aware of the below task from EAC Kolbe yesterday evening. I recognize this is now coming to your team late, however, it's likely your team is already hard at work completing this task. We're tracking for completion by **COB today 2/28**. Please provide a status of this task, as well as if (b) (6), (b) (7)(C) support is needed so we can make sure he is available to provide necessary support.

Thank you,

(b) (6), (b) (7)(C)

---

**From:** KOLBE, KATHRYN

**Sent:** Tuesday, February 27, 2018 8:28 AM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)

>; CALVO,

KARL H. <(b) (6), (b) (7)(C)>

Cc: (b) (6), (b) (7)(C)

**Subject:** RE: Border Wall Interagency Taskforce Meeting

(b) (6), (b) (7)(C) Thanks for the invitation. I will defer to the Commissioner's schedule and be available as required.

(b) (6), (b) (7)(C) Please coordinate with the front office on scheduling.

Karl, Please provide drafts of the requested presentation by COB tomorrow.

(b) (5)

(b) (6), (b) (7)(C) Please be on stand-by to support this week.

(b) (6), (b) (7)(C) FYI/A

Thanks all...VR, KK

**Kathryn L. Kolbe**  
**Executive Assistant Commissioner**  
**Enterprise Services**  
**U.S. Customs and Border Protection**

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Monday, February 26, 2018 3:44 PM

**To:** (b) (6) <[@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)>; (b) (6) <[@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)>; KOLBE, KATHRYN

(b) (6), (b) (7)(C)

; Hamilton, Gene (OAG) (b) (6);

(b) (6)

**Cc:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>;

FLANAGAN, PATRICK S (b) (6)

**Subject:** Border Wall Interagency Taskforce Meeting

Good morning,

I hope that this finds you all well. Deputy Secretary Elaine Duke is hosting a Deputy's Level Interagency Meeting on the Border Wall. She has asked that you/your principle attend on behalf of your agency. Please see the current list of attendees:

- DHS:
  1. Deputy Secretary Elaine Duke
  2. Claire Grady, Undersecretary for Management
  3. Kevin McAleenan, Acting Commissioner, U.S. Customs and Border Protection
  4. Kathryn Kolbe, Executive Assistant Commissioner, Enterprise Services, U.S. Customs and Border Protection
- DOD:
  1. Kenneth Rapuano, ASD for Homeland Defense & Global Security
  2. TBD
- ACOE:
  1. LTG Todd T. Semonite, The Chief of Engineers
  2. TBD
- DOJ:
  1. Deputy Attorney General Rod Rosenstein
  2. Gene Hamilton, Senior Advisor to the Attorney General
- EPA:
  1. TBD
  2. TBD
- OMB:
  1. Kathleen Kraninger, Program Associate Director for General Government
  2. Jeffrey Harris, Associate Administrator, Office of Information & Regulatory Affairs
- GSA:
  1. Allison Brigati, Deputy Administrator
  2. TBD

The purpose of the meeting is to establish an Interagency Taskforce on the Border Wall. Please see a draft agenda below:

(b) (5)

In terms of a time frame for this meeting, Ms. Duke is targeting one of the following dates:

1. Wednesday, March 7, 2018 (2:00-3:00pm)
2. Thursday, March 8, 2018 (1:00-2:00pm)
3. Friday, March 9, 2018 (2:00-3:00pm)

Please let me know what date works best for your principle and their plus one. Have an excellent day.

Best,

(b) (6)

(b) (6)

*Briefing Book Coordinator and Scheduler*  
*Office of the Deputy Secretary*  
Department of Homeland Security

(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C) on behalf of [BPAM PMO TASKS](#)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: NEW TASK: CAE Quad Charts (Update) DUE: 3/12 @ 5PM (Mon) LEAD: (b) (6), (b) (7)(C)  
**Date:** Monday, March 05, 2018 6:05:43 PM  
**Attachments:** [Enterprise Service Quad Charts 2018Q2 \(Jan\) v2.pptx](#)

---

Hi (b) (6), (b) (7)(C)

Since this was tasked so far in advance, just wanted to give a friendly reminder that this deadline is approaching.

Thanks,

(b) (6), (b) (7)(C)  
Communications Specialist, Business Operations Division  
Strategic Analysis, Inc.  
Border Patrol & Air and Marine Program Management Office (BPAM PMO)  
Facilities Management & Engineering  
(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*

---

**From:** (b) (6), (b) (7)(C) On Behalf Of BPAM PMO TASKS  
**Sent:** Wednesday, January 31, 2018 12:59 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) >  
**Subject:** NEW TASK: CAE Quad Charts (Update) DUE: 3/12 @ 5PM (Mon) LEAD: (b) (6), (b) (7)(C)

Hi (b) (6), (b) (7)(C)

Please update the FM&E TI quad chart. No updates on Border Wall & Map slides required at this time. **Most recent updates from January are reflected in the attached.**

This is **due NLT 5:00 PM on Monday, 3/12.**

**TASK GUIDANCE:**

**NB- Most recent updates from January attached!**

From: (b) (6), (b) (7)(C)

Sent: Monday, January 29, 2018 4:23 PM

To: OIT TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

OFAM-TASKINGS

(b) (7)(E); (b) (6), (b) (7)(C)

; OF TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: CAE Quad Charts (new schedule)

All

There is a new schedule for providing program Quad Charts (a little easier than having separate cadence for pre-FOC vs post-FOC programs). See below from (b) (6), (b) (7)(C). Next due date for Enterprise Services programs is in mid March. I will ask for the charts to be sent to me by March 12 to allow time for my assessment and any questions I might have before submitting them to CAE's office. We will likely add a new program, HRM5000 for the May submission.

I am attaching the most recent set of charts for ES. I am lacking two programs and will reach out separately to close the gap for our portfolio. Thanks to all of you for your support and I look forward to our meeting in February.

(b) (6), (b) (7)(C)

Portfolio Acquisition Executive, Enterprise Services  
US Customs and Border Protection

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent #58; Monday, January 29, 2018 1:02 PM

To: BORKOWSKI, MARK S (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C) (b) (6)

@hq.dhs.gov>; (b) (6), (b) (7)(C)

Subject: Quad Charts Update

PAE's

Based on the discussion last week at the PAE meeting we are now going to all programs due every other month. The schedule for the rest of the FY is as follows:

1. Now—turn in ASAP the ones for this period.
2. 3/16/18
3. 5/18/18
4. 7/20/18
5. 9/21/18
6. 11/6/18

R

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Division Director

Acquisition Policy and Oversight (APO)

Office of Acquisition (OA)/AGO

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)



Facilities Management & Engineering

Mobile (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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# Homeland Security

## ENTERPRISE SERVICES PROGRAMS

### January 29, 2018 Quad Charts

2 programs pending



# Homeland Security

## OFAM Programs

FM&E TI

TRIRIGA

waiver for: The Border Wall and MAP

## Program: Tactical Infrastructure

Date: January 25, 2018

**Program Manager:** (b) (6), (b) (7)(C)

**Program Level:** Level 1

**Program Type:** Non-Information Technology

### Program Description:

The CBP Office of Facilities and Asset Management (OFAM) Facilities Management and Engineering Division's (FM&E) Border Patrol & Air and Marine Program Management Office (BPAM PMO) manages the Tactical Infrastructure (TI) program in support of USBP operational requirements.

BPAM PMO in partnership with the U.S. Army Corps of Engineers (USACE), provides USBP with long-term planning, construction, and maintenance capabilities for the TI Program, which consists mainly of roads, wall (both pedestrian and vehicle), bridges, drainage structures, lighting systems, vegetation and debris removal and towers. The TI Program's most visible projects are the border wall and gates.

The purpose of the pedestrian and vehicle barrier is to impede and deny illegal cross-border activity by slowing, delaying, and acting as an obstacle to the adversary.



Naco Wall Replacement Project



Yuma Border Wall

PAE Assessment: Program in steady state, monitoring staffing challenges and funding; OFAM has requested org changes which may help address staffing needs for TI.

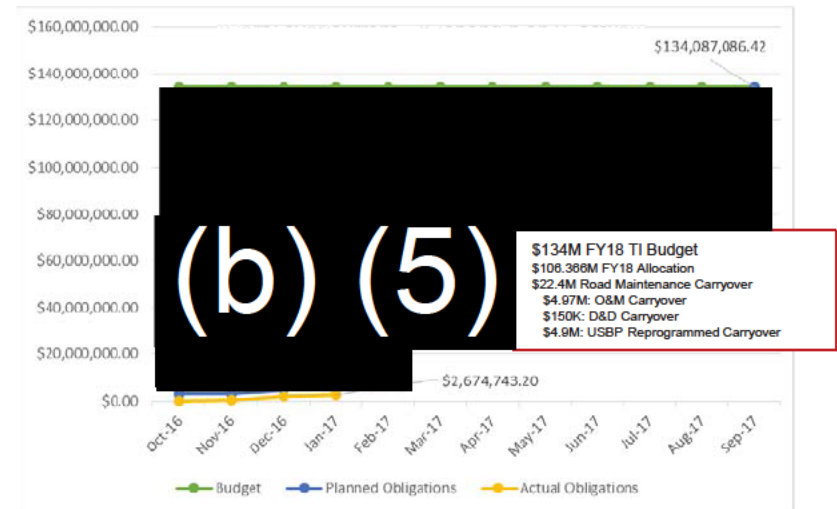
## Program: Tactical Infrastructure

LCCE: (FY07-FY36) is (b) (5)

EAC: (b) (5)

Program/Project	Staffing	Documents & Data	Funding	Budget Execution	Cost	Schedules	Performance	Risk	Technical Interface	Stakeholder Interface	Customers
Program	▢	▢	▢	▢	▢	▢	▢	▢	▢	▢	▢

- **Staffing:** Critical personnel gaps identified but lack of vacancies and difficulty in filling positions due to hard to fill locations.
- **Funding:** Received additional funding for road maintenance in FY17; however, additional funding will be required once real estate and environmental are cleared on all USBP required roads.
- **Schedules:** Comprehensive Tactical Infrastructure Maintenance and Repair (CTIMR) delays due to prior protests, insufficient inventory specifications and absence of documented maintenance standards.
- **Good relationship with customers** but unable to fully meet requirements due to lack of staffing and funding shortages.



### Upcoming Events/Milestones: (next 12 months)

- \$22.4M carryover for Road Maintenance to be executed FY18; received USBP prioritization of requirements on Jan. 25, 2018.

(b) (5)

### Key Takeaways:

- Critical federal personnel gaps continue to exist, thereby impacting Program's capability to manage and execute work.
- Anapra Wall Replacement Project:
  - Initial Anapra Wall replacement project was completed in October 2017.
  - (b) (7)(E)
  - Area encompasses the International Boundary and is considered a (b) (7)(E)

## Program: FY17 Tactical Infrastructure (TI) Projects

**Program Manager:** (b) (6), (b) (7)(C)  
**Program Level:** Level 1  
**Program Type:** Tactical Infrastructure

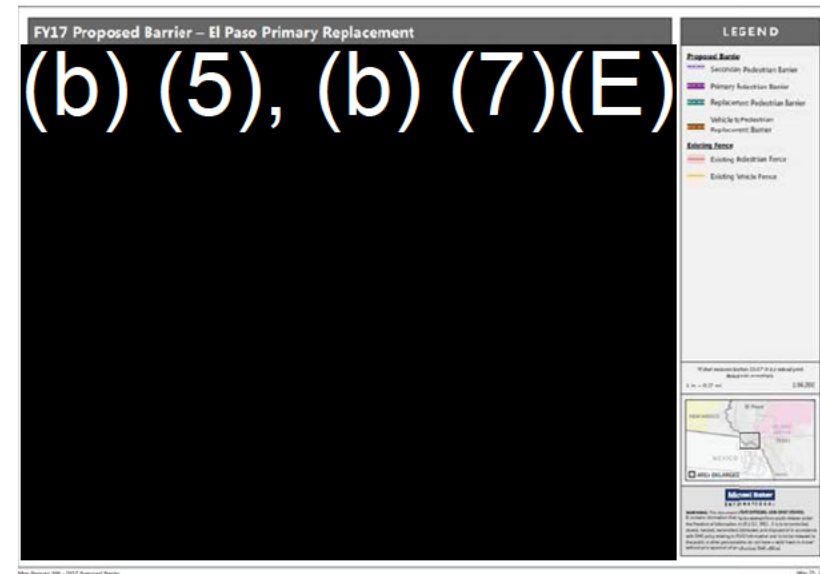
### Program Description:

- **San Diego Primary Wall Replacement:** Current landing mat wall will be replaced with steel bollard wall. 14 miles of pedestrian wall replacement located in San Diego's Border Infrastructure System.
- **El Centro Primary Wall Replacement:** Current landing mat wall will be replaced with steel bollard wall. 2 miles pedestrian wall replacement located in El Centro Sector.
- **El Paso Vehicle Barrier Replacement:** 20 miles of Vehicle Barrier in Santa Teresa will be replaced with Pedestrian Wall . Current Vehicle Barrier will be replaced with steel bollard wall.
- **El Paso Primary Pedestrian Wall Replacement:** 4-mile pedestrian wall replacement. Current chain-link wall will be replaced with steel bollard wall.
- **Rio Grande Valley Gates:** 35 new gates in gaps of existing levee wall located in Cameron and Hidalgo Counties.

## Program: January 25, 2018



Gate in Rio Grande Valley





# Program: FY17 Tactical Infrastructure (TI) Projects

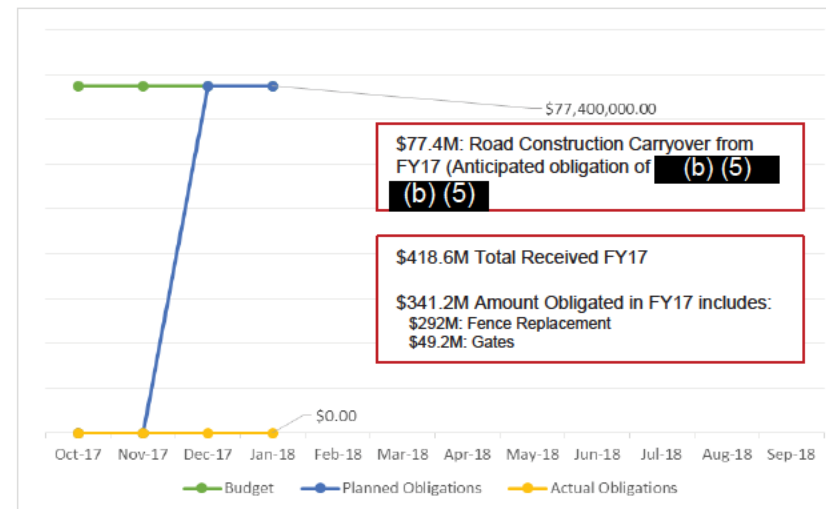
Date: January 25, 2018

LCCE: Part of approved TI LCCE

EAC: In Progress

Program/Project	Staffing	Documents & Data	Funding	Budget Execution	Cost	Schedules	Performance	Risk	Technical Interface	Stakeholder Interface	Customers
Program	■	■	■	■	■	■	■	■	■	■	■

- Risk: Tracking risk via project and program level risk registers. Schedule may be impacted due to expedited timeline for these projects.
- LCCE: In development to be included in the approved TI LCCE.



## Upcoming Events/Milestones: (next 12 months)

- San Diego Primary Wall Replacement: (b) (5)
- El Centro Primary Wall Replacement: (b) (5)
- El Paso Vehicle Wall Replacement: Award January 22. Construction to start (b) (5).
- El Paso Primary Pedestrian Wall Replacement: (b) (5)
- Rio Grande Valley Gates: (b) (5)
- Identifying new road requirements in RGV, El Paso, and Laredo.

## Key Takeaways:

- Critical federal personnel gaps continue to exist impacting the ability to manage and execute these projects.
- San Diego Primary Wall Replacement: (b) (5)
- El Centro Primary Wall Replacement: Construction on schedule.
- El Paso Vehicle Wall Replacement: Environmental waiver posted to Federal Register on January 22.
- El Paso Primary Pedestrian Wall Replacement: Awarded January 22.
- Rio Grande Valley Gates: Met with local utility companies to determine electrical power routes to gates from nearest sources. A/E Statement of Work in development.

**From:** (b) (6), (b) (7)(C)  
**To:** [CALVO, KARL H.](#)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FOR AC: FW: Border Wall Interagency Taskforce Meeting  
**Date:** Wednesday, February 28, 2018 12:56:11 PM  
**Attachments:** (b) (5)

---

Karl,

We've been tasked with putting together a briefing for the Border Wall Interagency Taskforce (email from EAC Kolbe the other day.) This is due by 4:00 pm today.

(b) (6), (b) (7)(C) team has put together a briefing based on the USM deck and we've reviewed.

Please see the attached for clearance. My guess is that EAC Kolbe may want some additional content, but this is what she's asked for.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Special Projects Analyst  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
(b) (6), (b) (7)(C)

---

**From:** OFAM-TASKINGS  
**Sent:** Wednesday, February 28, 2018 8:29 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** OFAM-TASKINGS (b) (7)(E)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting

Hi (b) (6), (b) (7)(C) – The below was sent to Karl yesterday. I don't see this on BPAM's list, are you working it?

(b) (6), (b) (7)(C)  
Senior Task Manager  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec  
**Sent:** Wednesday, February 28, 2018 8:27 AM  
**To:** OFAM-TASKINGS (b) (7)(E); (b) (6), (b) (7)(C)  
**Cc:** Enterprise Services Exec Sec (b) (7)(E); (b) (6), (b) (7)(C)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting

Good Morning OFAM,



ExecSec was made aware of the below task from EAC Kolbe yesterday evening. I recognize this is now coming to your team late, however, it's likely your team is already hard at work completing this task. We're tracking for completion by **COB today 2/28**. Please provide a status of this task, as well as if (b) (6), (b) (7)(C) support is needed so we can make sure he is available to provide necessary support.

Thank you,

(b) (6), (b) (7)(C)

---

**From:** KOLBE, KATHRYN

**Sent:** Tuesday, February 27, 2018 8:28 AM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)

>; CALVO,

KARL H. <(b) (6), (b) (7)(C)>

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Border Wall Interagency Taskforce Meeting

(b) (6), (b) (7)(C) Thanks for the invitation. I will defer to the Commissioner's schedule and be available as required.

(b) (6), (b) (7)(C) Please coordinate with the front office on scheduling.

Karl, Please provide drafts of the requested presentation by COB tomorrow.

(b) (5)

(b) (6), (b) (7)(C) Please be on stand-by to support this week.

(b) (6), (b) (7)(C) FYI/A

Thanks all...VR, KK

**Kathryn L. Kolbe**  
**Executive Assistant Commissioner**  
**Enterprise Services**  
**U.S. Customs and Border Protection**

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Monday, February 26, 2018 3:44 PM

**To:** (b) (6) <(b) (6)@omb.eop.gov>; (b) (6) <(b) (6)@omb.eop.gov>; KOLBE, KATHRYN

(b) (6), (b) (7)(C)

(b) (6)

Hamilton, Gene (OAG)

(b) (6)

(b) (6)

**Cc:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@hq.dhs.gov>;

FLANAGAN, PATRICK S (b) (6), (b) (7)(C)

**Subject:** Border Wall Interagency Taskforce Meeting

Good morning,

I hope that this finds you all well. Deputy Secretary Elaine Duke is hosting a Deputy's Level Interagency Meeting on the Border Wall. She has asked that you/your principle attend on behalf of your agency. Please see the current list of attendees:

- DHS:
  1. Deputy Secretary Elaine Duke
  2. Claire Grady, Undersecretary for Management
  3. Kevin McAleenan, Acting Commissioner, U.S. Customs and Border Protection
  4. Kathryn Kolbe, Executive Assistant Commissioner, Enterprise Services, U.S. Customs and Border Protection
- DOD:
  1. Kenneth Rapuano, ASD for Homeland Defense & Global Security
  2. TBD
- ACOE:
  1. LTG Todd T. Semonite, The Chief of Engineers
  2. TBD
- DOJ:
  1. Deputy Attorney General Rod Rosenstein
  2. Gene Hamilton, Senior Advisor to the Attorney General
- EPA:
  1. TBD
  2. TBD
- OMB:
  1. Kathleen Kraninger, Program Associate Director for General Government
  2. Jeffrey Harris, Associate Administrator, Office of Information & Regulatory Affairs
- GSA:
  1. Allison Brigati, Deputy Administrator
  2. TBD

The purpose of the meeting is to establish an Interagency Taskforce on the Border Wall. Please see a draft agenda below:

(b) (5)

In terms of a time frame for this meeting, Ms. Duke is targeting one of the following dates:

1. Wednesday, March 7, 2018 (2:00-3:00pm)
2. Thursday, March 8, 2018 (1:00-2:00pm)
3. Friday, March 9, 2018 (2:00-3:00pm)

Please let me know what date works best for your principle and their plus one. Have an excellent day.

Best,

(b) (6)

(b) (6)

*Briefing Book Coordinator and Scheduler*

*Office of the Deputy Secretary*

Department of Homeland Security

(b) (6), (b) (7)(C)

**From:** [CALVO, KARL H.](#)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up  
**Date:** Monday, March 06, 2017 12:01:31 PM

---

See below on \$1B break out to include most technology. I would validate via other sources.

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C) (Office)  
(b) (6), (b) (7)(C) (cell)

---

**From:** KOLBE, KATHRYN  
**Sent:** Monday, March 6, 2017 11:44 AM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

OK...my bad...I misunderstood.

---

**From:** CALVO, KARL H.  
**Sent:** Monday, March 6, 2017 10:40 AM  
**To:** KOLBE, KATHRYN (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

Kathryn,

(b) (5)

r/ Karl

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C) (Office)  
(b) (6), (b) (7)(C) (cell)

---

**From:** KOLBE, KATHRYN  
**Sent:** Monday, March 6, 2017 10:35 AM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Cc:** BORKOWSKI, MARK S (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

Karl,

The highlighted question is geared toward giving us flexibility, (b) (5)



VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** CALVO, KARL H.

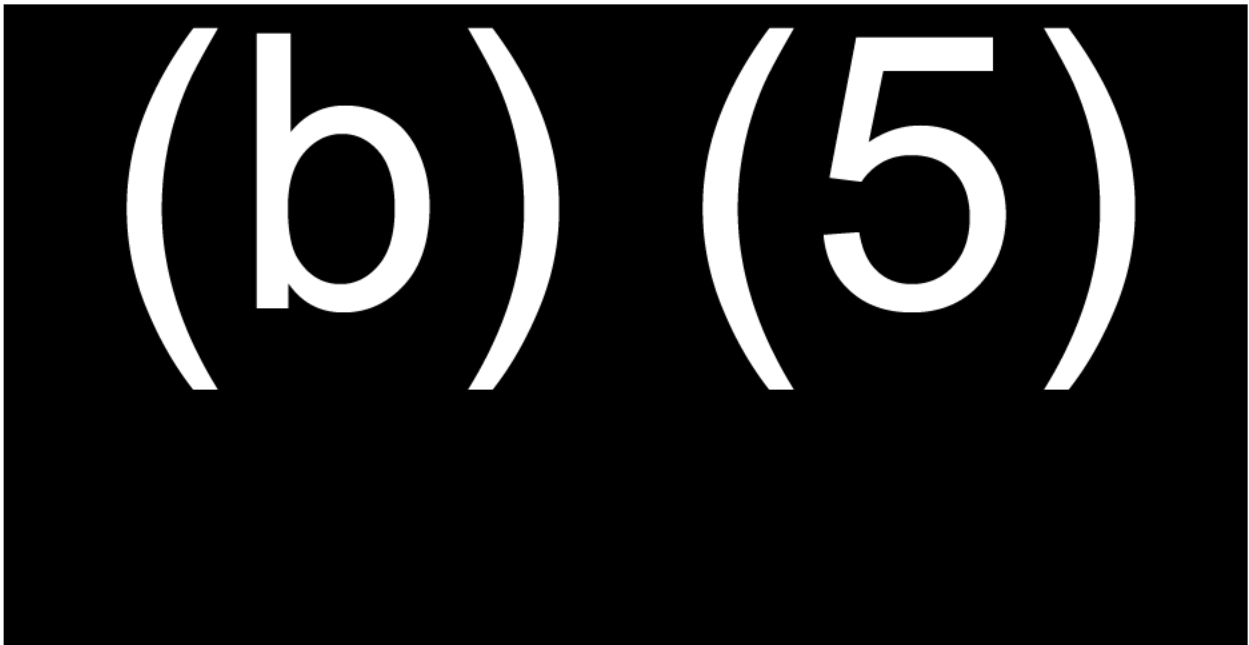
**Sent:** Monday, March 6, 2017 9:34 AM

**To:** KOLBE, KATHRYN (b) (6), (b) (7)(C)

**Cc:** BORKOWSKI, MARK S (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

Kathryn,



(b) (5)

(b) (5)

r/ Karl

*Karl H. Calvo, CFM, PMP*

Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC

(b) (6), (b) (7)(C) (Office)

(b) (6), (b) (7)(C) (cell)

---

**From:** KOLBE, KATHRYN

**Sent:** Sunday, March 5, 2017 11:35 AM

**To:** JACKSTA, LINDA L (AC HRM) (b) (6), (b) (7)(C); WILLIAMS, JAYE M  
(b) (6), (b) (7)(C); CALVO, KARL H. (b) (6), (b) (7)(C); BORKOWSKI,  
MARK S (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

(b) (5)

- *Per the call, we are expecting two sets of getbacks by COB today:*

(b) (5)

Linda, FYSA –

(b) (5)

**Item 2:** Karl/Mark, FYSA –

(b) (5)

I'm sure C2 will want to review our proposed responses to this mid-day, so please work with the Finance team to provide a coordinated response Monday morning... thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D

**Sent:** Friday, March 03, 2017 7:02:20 PM

**To:** WILLIAMS, JAYE M

**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALLENAN, KEVIN K

**Subject:** RE: FY17/FY18 Follow Up

OK, no reason to work the weekend if we can do it Monday.

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, 03 March, 2017 19:01

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

MCALLENAN, KEVIN K <[KEVIN.K.MCALEENAN@cbp.dhs.gov](mailto:KEVIN.K.MCALEENAN@cbp.dhs.gov)>

**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance



---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D  
**Sent:** Friday, March 03, 2017 6:54:43 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

Jaye,  
Thanks. So they want this back tonight?

V/R  
R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) MCALEENAN, KEVIN K (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6); WILLIAMS, JAYE M; (b) (6), (b) (7)(C)  
**Cc:** (b) (6) EOP/OMB

**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

(b) (5)

**FY 2017:**

(b) (5)

(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

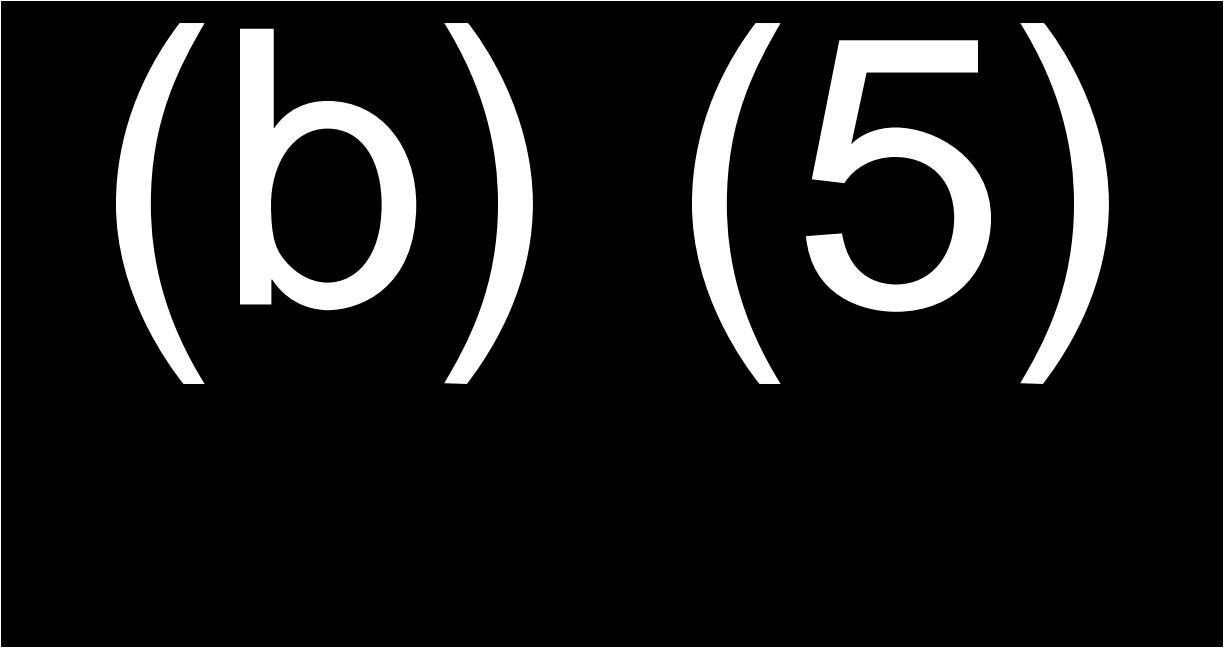
Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up  
**Date:** Sunday, March 05, 2017 12:31:48 PM

---

Karl – We're in the office with (b) (6), (b) (7)(C) now. We can provide a suballocation plan for the \$1B by COB Monday (Monday morning is too fast, we need some time to work through this).



---

**From:** CALVO, KARL H.  
**Sent:** Sunday, March 5, 2017 11:54 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

We need to craft responses to the \$1B Wall break down question. Need to work with USBP on that.

---

**From:** WILLIAMS, JAYE M  
**Sent:** Sunday, March 05, 2017 11:43:10 AM  
**To:** KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); CALVO, KARL H.; BORKOWSKI, MARK S  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: FY17/FY18 Follow Up

To be clear, the HRM rationalization is required for the \$115 million in the 2017 Amendment. So it is still needed.

Jaye M. Williams  
Assistant Commissioner

Office of Finance

---

**From:** KOLBE, KATHRYN  
**Sent:** Sunday, March 05, 2017 11:34:45 AM  
**To:** JACKSTA, LINDA L (AC HRM); WILLIAMS, JAYE M; CALVO, KARL H.; BORKOWSKI, MARK S  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

Jay, If I'm reading the below e-mail from (b) (6) correctly, (b) (5)

[REDACTED]

- *Per the call we are expecting two sets of aetbacks by COB today:*

(b) (5)

Linda, FYSA – (b) (5)

[REDACTED]

Karl/Mark, FYSA – (b) (5)

[REDACTED]

I'm sure C2 will want to review our proposed responses to this mid-day, so please

work with the Finance team to provide a coordinated response Monday morning...  
thank you.

VR, KK

Kathryn L. Kolbe  
Executive Assistant Commissioner  
Enterprise Services  
U.S. Customs and Border Protection  
Office (b) (6), (b) (7)(C)  
Cell (b) (6), (b) (7)(C)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, March 3, 2017 7:03 PM

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

I would prefer to have in ALC's hands first thing. We are good.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D

**Sent:** Friday, March 03, 2017 7:02:20 PM

**To:** WILLIAMS, JAYE M

**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALLENAN, KEVIN K

**Subject:** RE: FY17/FY18 Follow Up

OK, no reason to work the weekend if we can do it Monday.

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M

**Sent:** Friday, 03 March, 2017 19:01

**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C)

**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

MCALLENAN, KEVIN K (b) (6), (b) (7)(C)

**Subject:** RE: FY17/FY18 Follow Up

(b) (5)

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, March 03, 2017 6:55:30 PM  
**To:** ALLES, RANDOLPH D  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

No Monday, eod. Sorry for the confusion.

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

---

**From:** ALLES, RANDOLPH D  
**Sent:** Friday, March 03, 2017 6:54:43 PM  
**To:** WILLIAMS, JAYE M  
**Cc:** KOLBE, KATHRYN; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); MCALEENAN, KEVIN K  
**Subject:** RE: FY17/FY18 Follow Up

Jaye,

Thanks. So they want this back tonight?

V/R

R. D. "Tex" Alles, (b) (6), (b) (7)(C) (O)

---

**From:** WILLIAMS, JAYE M  
**Sent:** Friday, 03 March, 2017 18:51  
**To:** ALLES, RANDOLPH D (b) (6), (b) (7)(C) >  
**Cc:** KOLBE, KATHRYN (b) (6), (b) (7)(C); FLANAGAN, PATRICK S  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) MCALEENAN, KEVIN K (b) (6), (b) (7)(C)  
**Subject:** FW: FY17/FY18 Follow Up

New language

Jaye M. Williams  
Assistant Commissioner  
Office of Finance

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**From:** (b) (6)  
**Sent:** Friday, March 03, 2017 3:57:11 PM  
**To:** (b) (6); WILLIAMS, JAYE M; (b) (6), (b) (7)(C)  
**Cc:** (b) (6) EOP/OMB  
**Subject:** FY17/FY18 Follow Up

All,

Following up from our call yesterday afternoon, I wanted to reiterate the verbal guidance we provided on FY17 and FY18 border security investments and note what getbacks we are expecting by COB.

Working backwards:

**FY 2018:**

(b) (5)



(b) (5)

FY 2017:

(b) (5)

Please let me know if you have questions.

Thank you,

(b) (6)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** [OFAM-TASKINGS](#)  
**Cc:** [CALVO, KARL H.](#); (b) (6), (b) (7)(C)  
[BPAM PMO TASKS](#)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting  
**Date:** Wednesday, February 28, 2018 3:27:16 PM  
**Attachments:** (b) (5)

---

Tasking – please submit with this caveat below.

We have included the Prototype Update as backup slides per EAC Kolbe's request below, however because the prototype evaluation and assessment are pre-decisional before the Wall IPT on March 8<sup>th</sup>, we recommend not including it if the meeting occurs before then.

Thanks!

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Special Projects Analyst  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, February 28, 2018 12:56 PM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
>; OFAM-TASKINGS (b) (7)(E)  
**Subject:** FOR AC: FW: Border Wall Interagency Taskforce Meeting

Karl,

We've been tasked with putting together a briefing for the Border Wall Interagency Taskforce (email from EAC Kolbe the other day.) This is due by 4:00 pm today.

(b) (6), (b) (7)(C) team has put together a briefing based on the USM deck and we've reviewed.

Please see the attached for clearance. My guess is that EAC Kolbe may want some additional content, but this is what she's asked for.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Special Projects Analyst  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

**From:** OFAM-TASKINGS  
**Sent:** Wednesday, February 28, 2018 8:29 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** OFAM-TASKINGS (b) (7)(E)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting

Hi (b) (6), (b) (7)(C) – The below was sent to Karl yesterday. I don't see this on BPAM's list, are you working it?

(b) (6), (b) (7)(C)  
Senior Task Manager  
Agile Group  
Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Mobile: (b) (6), (b) (7)(C)

---

**From:** Enterprise Services Exec Sec  
**Sent:** Wednesday, February 28, 2018 8:27 AM  
**To:** OFAM-TASKINGS (b) (7)(E) (b) (6), (b) (7)(C)  
**Cc:** Enterprise Services Exec Sec (b) (7)(E) (b) (6), (b) (7)(C)  
**Subject:** FW: Border Wall Interagency Taskforce Meeting

Good Morning OFAM,

ExecSec was made aware of the below task from EAC Kolbe yesterday evening. I recognize this is now coming to your team late, however, it's likely your team is already hard at work completing this task. We're tracking for completion by **COB today 2/28**. Please provide a status of this task, as well as if (b) (6), (b) (7)(C) support is needed so we can make sure he is available to provide necessary support.

Thank you,

(b) (6), (b) (7)(C)

---

**From:** KOLBE, KATHRYN  
**Sent:** Tuesday, February 27, 2018 8:28 AM  
**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)  
>; CALVO, KARL H. (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Border Wall Interagency Taskforce Meeting

(b) (6), (b) (7)(C) Thanks for the invitation. I will defer to the Commissioner's schedule and be

available as required.

(b) (6), (b) (7)(C) Please coordinate with the front office on scheduling.

Karl, Please provide drafts of the requested presentation by COB tomorrow.

(b) (5)

(b) (6), (b) (7)(C) Please be on stand-by to support this week.

(b) (6), (b) (7)(C) FYI/A

Thanks all...VR, KK

**Kathryn L. Kolbe**  
**Executive Assistant Commissioner**  
**Enterprise Services**  
**U.S. Customs and Border Protection**

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Monday, February 26, 2018 3:44 PM

**To:** (b) (6) @omb.eop.gov; (b) (6) @omb.eop.gov; KOLBE, KATHRYN

(b) (6), (b) (7)(C)

(b) (6)

; Hamilton, Gene (OAG)

(b) (6)

(b) (6), (b) (7)(C)

(b) (6)

(b) (6)

**Cc:** (b) (6) @hq.dhs.gov>; (b) (6) @hq.dhs.gov>;

FLANAGAN, PATRICK S (b) (6)

**Subject:** Border Wall Interagency Taskforce Meeting

Good morning,

I hope that this finds you all well. Deputy Secretary Elaine Duke is hosting a Deputy's Level Interagency Meeting on the Border Wall. She has asked that you/your principle attend on behalf of your agency. Please see the current list of attendees:

- DHS:
  1. Deputy Secretary Elaine Duke

2. Claire Grady, Undersecretary for Management
  3. Kevin McAleenan, Acting Commissioner, U.S. Customs and Border Protection
  4. Kathryn Kolbe, Executive Assistant Commissioner, Enterprise Services, U.S. Customs and Border Protection
- DOD:
    1. Kenneth Rapuano, ASD for Homeland Defense & Global Security
    2. TBD
  - ACOE:
    1. LTG Todd T. Semonite, The Chief of Engineers
    2. TBD
  - DOJ:
    1. Deputy Attorney General Rod Rosenstein
    2. Gene Hamilton, Senior Advisor to the Attorney General
  - EPA:
    1. TBD
    2. TBD
  - OMB:
    1. Kathleen Kraninger, Program Associate Director for General Government
    2. Jeffrey Harris, Associate Administrator, Office of Information & Regulatory Affairs
  - GSA:
    1. Allison Brigati, Deputy Administrator
    2. TBD

The purpose of the meeting is to establish an Interagency Taskforce on the Border Wall. Please see a draft agenda below:

(b) (5)

In terms of a time frame for this meeting, Ms. Duke is targeting one of the following dates:

1. Wednesday, March 7, 2018 (2:00-3:00pm)
2. Thursday, March 8, 2018 (1:00-2:00pm)
3. Friday, March 9, 2018 (2:00-3:00pm)

Please let me know what date works best for your principle and their plus one. Have an excellent day.

Best,

(b) (6)

(b) (6)

*Briefing Book Coordinator and Scheduler*

*Office of the Deputy Secretary*  
Department of Homeland Security

(b) (6), (b) (7)(C)

[REDACTED]

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Quick turn - TPs  
**Date:** Tuesday, March 28, 2017 1:39:47 PM

---

All - There was a request to clear some quick turn TPs from OMB this morning. Below is what went forward for your information/visibility.

-----Original Message-----

**From:** (b) (6), EOP/OMB [[mailto:\(b\) \(6\)](#)]  
**Sent:** Tuesday, March 28, 2017 11:57 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: Quick turn - TPs

Thanks. ETA? (b) (6), (b) (7) just asked me to send my draft forward but I'd rather have your input.

(b) (6)  
Office of Management and Budget  
(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C) wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

**From:** (b) (6), EOP/OMB [[mailto:\(b\) \(6\)](#)]  
**Sent:** Tuesday, March 28, 2017 10:41 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don't reinvent the wheel.

Thank you!

(b) (5)

(b) (5)

(b) (6)

Office of Management and Budget

(b) (6)



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs  
**Date:** Wednesday, March 29, 2017 8:33:14 AM

---

(b) (6), (b) (7)(C) - quick question on the san diego 14 miles. (b) (5)

(b) (6), (b) (7)(C)  
Business Operations  
OFAM / BPAM PMO

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, March 28, 2017 12:40 PM  
**To:** (b) (6), (b) (7)(C)

**Subject:** FW: Quick turn - TPs

All - There was a request to clear some quick turn TPs from OMB this morning. Below is what went forward for your information/visibility.

-----Original Message-----

**From:** (b) (6), EOP/OMB [mailto:(b) (6)]  
**Sent:** Tuesday, March 28, 2017 11:57 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: Quick turn - TPs

Thanks. ETA? (b) (6), (b) (7)(C) just asked me to send my draft forward but I'd rather have your input.

(b) (6)  
Office of Management and Budget  
(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C) wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

**From:** (b) (6), EOP/OMB [mailto:(b) (6)]  
**Sent:** Tuesday, March 28, 2017 10:41 AM  
**To:** (b) (6), (b) (7)(C)

Cc:

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

Subject: Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don't reinvent the wheel.

Thank you!

(b) (5)

(b) (5)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs  
**Date:** Wednesday, March 29, 2017 9:50:05 AM

---

It's a matter of how she aggregated the data (OMB wrote these). The 14 miles of enforcement zone is covered in two places:

- The FY 2017 request also includes 20 miles of border wall system construction, initially assumed to be built in the San Diego and Rio Grande Valley sectors. The "wall system" reflected in these estimates integrates technology like cameras, sensors, and radio towers in order to provide Border Patrol agents with superior situational awareness near the border wall.

- Finally, the FY 2017 request includes 14 miles of replacement barrier to upgrade legacy "landing mat" barriers in the San Diego sector.

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, March 29, 2017 8:33 AM  
**To:** (b) (6), (b) (7)(C)

**Subject:** RE: Quick turn - TPs

(b) (6), (b) (7)(C) - quick question on the san diego 14 miles. Prior discussion was that we would be replacing the secondary fence to create the border enforcement zone. Did miss something that changed?

(b) (6), (b) (7)(C)

Business Operations  
OFAM / BPAM PMO

(b) (6), (b) (7)(C) (o)

(b) (6), (b) (7)(C) (m)

(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, March 28, 2017 12:40 PM  
**To:** (b) (6), (b) (7)(C)

**Subject:** FW: Quick turn - TPs

All - There was a request to clear some quick turn TPs from OMB this morning. Below is what went forward for your information/visibility.

-----Original Message-----

**From:** (b) (6) EOP/OMB [mailto:(b) (6)]  
**Sent:** Tuesday, March 28, 2017 11:57 AM

To: (b) (6), (b) (7)(C)  
Cc: (b) (6), (b) (7)(C)

Subject: Re: Quick turn - TPs

Thanks. ETA? (b) (6), (b) (7) just asked me to send my draft forward but I'd rather have your input.

(b) (6)  
Office of Management and Budget  
(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C) wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

From: (b) (6) EOP/OMB [[\(b\) \(6\)](mailto:(b) (6))]

Sent: Tuesday, March 28, 2017 10:41 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don't reinvent the wheel.

Thank you!

(b) (5)

(b) (5)

(b) (6), (b) (7)(C)

Office of Management and Budget

(b) (6)

Hi (b) (6), (b) (7)(C)

This is **due NLT 5:00 PM on Monday, 3/12.**

From: (b) (6), (b) (7)(C)

To: OIT TASKINGS (b) (7)(E) ; (b) (6), (b) (7)(C)

[illegible]

All

BW8 FOIA CBP 003066

I am attaching the most recent set of charts for ES. I am lacking two programs and will reach out separately to close the gap for our portfolio. Thanks to all of you for your support and I look forward to our meeting in February.

(b) (6), (b) (7)(C)

Portfolio Acquisition Executive, Enterprise Services  
US Customs and Border Protection

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent #58; Monday, January 29, 2018 1:02 PM

To: BORKOWSKI, MARK S (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6)

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

Subject: Quad Charts Update

PAE's

Based on the discussion last week at the PAE meeting we are now going to all programs due every other month. The schedule for the rest of the FY is as follows:

1. Now—turn in ASAP the ones for this period.
2. 3/16/18
3. 5/18/18
4. 7/20/18
5. 9/21/18
6. 11/6/18

R

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
Division Director



Acquisition Policy and Oversight (APO)

Office of Acquisition (OA)/AGO

(b) (6), (b) (7)(C) (office)

(b) (6), (b) (7)(C) (cell)

(b) (6), (b) (7)(C) (fax)

(b) (6), (b) (7)(C)

---

Thanks,

(b) (6), (b) (7)(C)

Communications Specialist, Business Operations Division

Strategic Analysis, Inc.

Border Patrol & Air and Marine Program Management Office (BPAM PMO)

Facilities Management & Engineering

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

*Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.*



# Homeland Security

## ENTERPRISE SERVICES PROGRAMS

January 29, 2018 Quad Charts

2 programs pending



# Homeland Security

## OFAM Programs

FM&E TI

TRIRIGA

waiver for: The Border Wall and MAP

## Program: Tactical Infrastructure

Date: January 25, 2018

**Program Manager:** (b) (6), (b) (7)(C)

**Program Level:** Level 1

**Program Type:** Non-Information Technology

### Program Description:

The CBP Office of Facilities and Asset Management (OFAM) Facilities Management and Engineering Division's (FM&E) Border Patrol & Air and Marine Program Management Office (BPAM PMO) manages the Tactical Infrastructure (TI) program in support of USBP operational requirements.

BPAM PMO in partnership with the U.S. Army Corps of Engineers (USACE), provides USBP with long-term planning, construction, and maintenance capabilities for the TI Program, which consists mainly of roads, wall (both pedestrian and vehicle), bridges, drainage structures, lighting systems, vegetation and debris removal and towers. The TI Program's most visible projects are the border wall and gates.

The purpose of the pedestrian and vehicle barrier is to impede and deny illegal cross-border activity by slowing, delaying, and acting as an obstacle to the adversary.



Naco Wall Replacement Project



Yuma Border Wall

PAE Assessment: Program in steady state, monitoring staffing challenges and funding; OFAM has requested org changes which may help address staffing needs for TI.

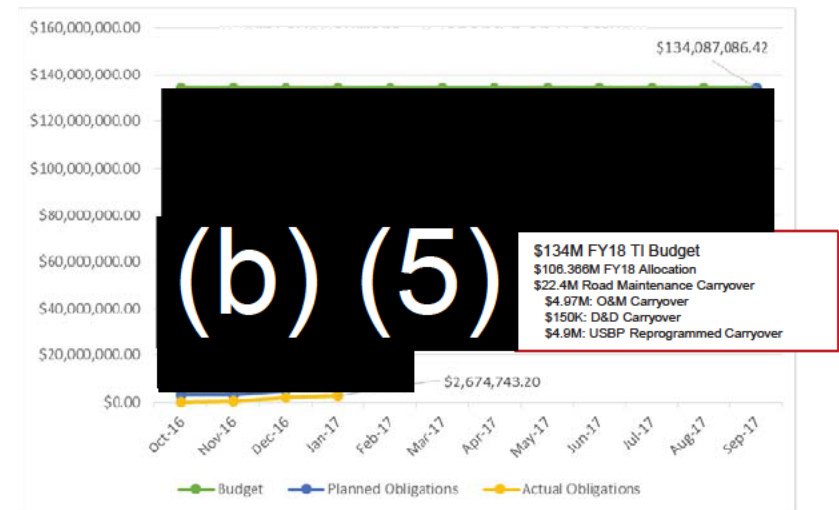
## Program: Tactical Infrastructure

LCCE: (FY07-FY36) is (b) (5)

EAC: (b) (5)

Program/Project	Staffing	Documents & Data	Funding	Budget Execution	Cost	Schedules	Performance	Risk	Technical Interface	Stakeholder Interface	Customers
Program	▢	▢	▢	▢	▢	▢	▢	▢	▢	▢	▢

- **Staffing:** Critical personnel gaps identified but lack of vacancies and difficulty in filling positions due to hard to fill locations.
- **Funding:** Received additional funding for road maintenance in FY17; however, additional funding will be required once real estate and environmental are cleared on all USBP required roads.
- **Schedules:** Comprehensive Tactical Infrastructure Maintenance and Repair (CTIMR) delays due to prior protests, insufficient inventory specifications and absence of documented maintenance standards.
- **Good relationship with customers** but unable to fully meet requirements due to lack of staffing and funding shortages.



### Upcoming Events/Milestones: (next 12 months)

- \$22.4M carryover for Road Maintenance to be executed FY18; received USBP prioritization of requirements on Jan. 25, 2018.

**(b) (5)**

### Key Takeaways:

- Critical federal personnel gaps continue to exist, thereby impacting Program's capability to manage and execute work.
- Anapra Wall Replacement Project:
  - Initial Anapra Wall replacement project was completed in October 2017.
  - **(b) (7)(E)**
  - Area encompasses the International Boundary and is considered a **(b) (7)(E)**

## Program: FY17 Tactical Infrastructure (TI) Projects

**Program Manager:** (b) (6), (b) (7)(C)  
**Program Level:** Level 1  
**Program Type:** Tactical Infrastructure

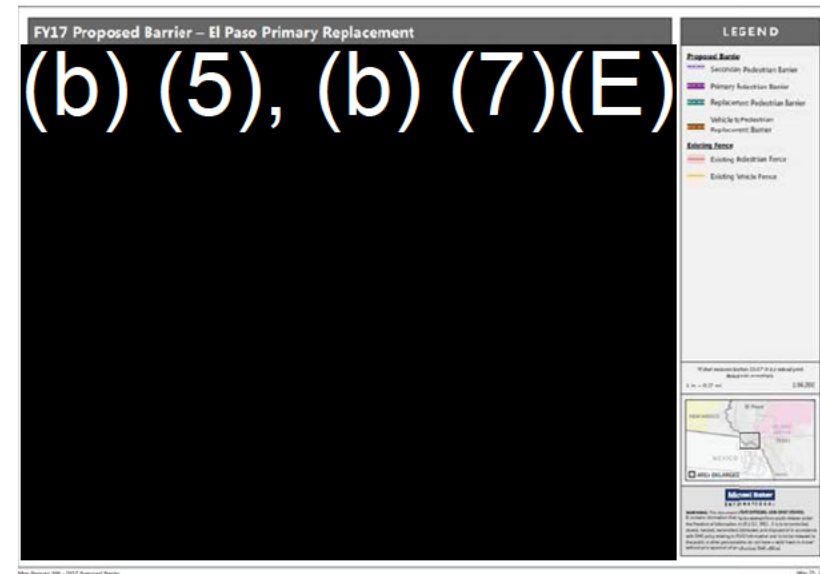
### Program Description:

- **San Diego Primary Wall Replacement:** Current landing mat wall will be replaced with steel bollard wall. 14 miles of pedestrian wall replacement located in San Diego's Border Infrastructure System.
- **El Centro Primary Wall Replacement:** Current landing mat wall will be replaced with steel bollard wall. 2 miles pedestrian wall replacement located in El Centro Sector.
- **El Paso Vehicle Barrier Replacement:** 20 miles of Vehicle Barrier in Santa Teresa will be replaced with Pedestrian Wall . Current Vehicle Barrier will be replaced with steel bollard wall.
- **El Paso Primary Pedestrian Wall Replacement:** 4-mile pedestrian wall replacement. Current chain-link wall will be replaced with steel bollard wall.
- **Rio Grande Valley Gates:** 35 new gates in gaps of existing levee wall located in Cameron and Hidalgo Counties.

## Program: January 25, 2018



Gate in Rio Grande Valley





# Program: FY17 Tactical Infrastructure (TI) Projects

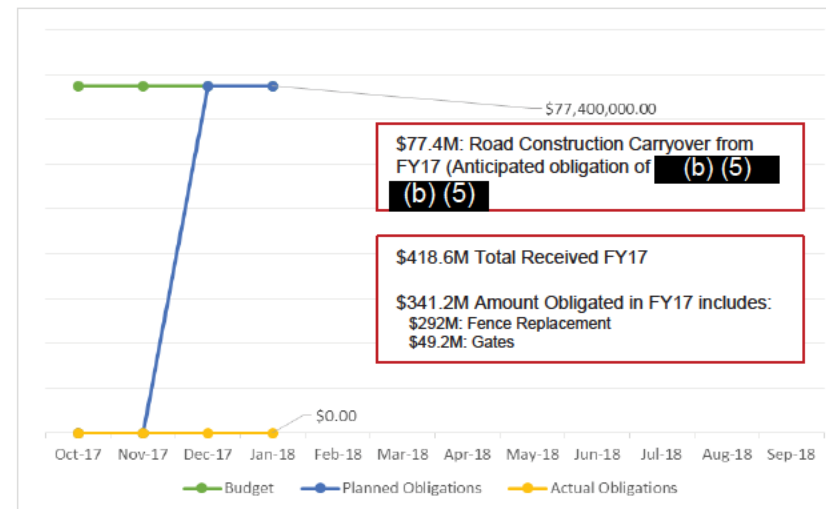
Date: January 25, 2018

LCCE: Part of approved TI LCCE

EAC: In Progress

Program/Project	Staffing	Documents & Data	Funding	Budget Execution	Cost	Schedules	Performance	Risk	Technical Interface	Stakeholder Interface	Customers
Program	■	■	■	■	■	■	■	■	■	■	■

- Risk: Tracking risk via project and program level risk registers. Schedule may be impacted due to expedited timeline for these projects.
- LCCE: In development to be included in the approved TI LCCE.



## Upcoming Events/Milestones: (next 12 months)

- San Diego Primary Wall Replacement: (b) (5)  
(b) (5)
- El Centro Primary Wall Replacement: (b) (5)  
(b) (5)
- El Paso Vehicle Wall Replacement: Award January 22. Construction to start (b) (5).
- El Paso Primary Pedestrian Wall Replacement: (b) (5)
- Rio Grande Valley Gates: (b) (5)  
(b) (5)
- Identifying new road requirements in RGV, El Paso, and Laredo.

## Key Takeaways:

- Critical federal personnel gaps continue to exist impacting the ability to manage and execute these projects.
- San Diego Primary Wall Replacement: (b) (5)  
(b) (5)
- El Centro Primary Wall Replacement: Construction on schedule.
- El Paso Vehicle Wall Replacement: Environmental waiver posted to Federal Register on January 22.
- El Paso Primary Pedestrian Wall Replacement: Awarded January 22.
- Rio Grande Valley Gates: Met with local utility companies to determine electrical power routes to gates from nearest sources. A/E Statement of Work in development.

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall  
**Date:** Friday, March 09, 2018 12:03:03 PM  
**Attachments:** (b) (5)

---

(b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) –

Please find BPAM's submission attached for consideration. This includes OCC's review and edits.

Thanks,

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, March 09, 2018 7:27 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Looping (b) (6) in on this to make sure we are all on the same page.

We (BPAM) will complete and send to OFAM for review.

(b) (6), (b) (7)(C)  
Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, March 08, 2018 8:15 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

How do you want to move on this? Let me know.

(b) (6), (b) (7)(C)  
Chief of Staff  
CBP/OFAM  
Cell: (b) (6), (b) (7)(C)  
✉: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)



**Sent:** Thursday, March 8, 2018 6:40 PM

**To:** (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Looks like (b) (6), (b) (7) looped (b) (6), (b) (7) in – please let me know how you would us to proceed.

(b) (6), (b) (7)(C)

Director, Business Operations Division

Border Patrol & Air and Marine Program Management Office

Facilities Management and Engineering

Office of Facilities and Asset Management

Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 08, 2018 3:52 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >; (b) (6)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Gotcha and thanks (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 08, 2018 3:51:22 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C) (b) (6)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Thanks for keeping me in the loop, (b) (6), (b) (7) Given my recent move however, I will defer to (b) (6), (b) (7) and (b) (6), (b) (7) who I've added here on 2 and 4.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 3:34 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

<[REDACTED] (b) (6), (b) (7)(C)

[REDACTED] >; [REDACTED] (b) (6) @hq.dhs.gov>; [REDACTED] (b) (6)

[REDACTED] (b) (6) @HQ.DHS.GOV>

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi,

[REDACTED] (b) (6) was able to provide vital input to the attached brief to help us out. OFAM please take a look at the areas where she recommends the PMO add more detail, specifically blocks 2 and 4.

[REDACTED] (b) (6), (b) (7)(C) sorry for the late notice and not including Counsel in earlier but could you please look at block 3 of the attached, Environmental Compliance/Legal Issues, and add any comments OCC might wish to provide for the USM brief. I don't know if you're still involved with Wall stuff so please let us know if another attorney has been assigned. I see [REDACTED] (b) (6), (b) (7)(C) is out today so turning to you.

[REDACTED] (b) (6), (b) (7)(C),

Sorry for bringing you in on this late but do you think you can contribute to block 5, Procurement of Border Technology (see attached)? We just need a couple of high level bullets describing any procurements you have that fit the heading.

[REDACTED] (b) (6), (b) (7)(C)

Including you in case you can help out with blocks 2 and 4 of the attached. Detailed information is not required, just a high level "at a glance" brief so hoping you can squeeze this into your busy schedule!

I'm hoping we can get an extension of the due date to tomorrow but anything you can provide today would be most helpful. Thanks all

---

**From:** [REDACTED] (b) (6)

**Sent:** Thursday, March 8, 2018 3:10 PM

**To:** [REDACTED] (b) (6), (b) (7)(C) >; [REDACTED] (b) (6)

[REDACTED] (b) (6) @HQ.DHS.GOV>

**Cc:** [REDACTED] (b) (6), (b) (7)(C)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

[REDACTED] (b) (6), (b) (7)(C) —

The email requesting this states due date of COB today, but this is in [REDACTED] (b) (6) corner for communication back up. I'll leave this between you all and [REDACTED] (b) (6) from here, but please see update attached. I tried to help move this 4-square forward at least a bit using a hardcopy of the February 2018 USM briefing. But OFAM and CBP OCC needs to provide input to ensure accuracy of information as well as validate what is appropriate to communicate. I've made notes accordingly, but they should look at entirety. Perhaps reach out to [REDACTED] (b) (6), (b) (7)(C) to support this?

Also, any action on the second 4-square for border technology? As mentioned, PIL has limited visibility into those priorities and hot buttons.

V/r,

(b) (6)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 2:27 PM

**To:** (b) (6)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi,

(b) (6), (b) (7)(C) told me he thinks we were to respond back today on this? My mistake, I thought it was Monday. I don't think it possible to get something to you today in part because no one on this side has responded to my email. I've reached out via phone and sending another email to ask for an update. I'll get a response to you tomorrow if that's ok?

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 12:44 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C) (b) (6)

(b) (6); (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hello all,

I'm reaching out to each of you seeking assistance in filling out a "4 Square/Message Square" (something I've never heard of) for use by the USM for a hearing on border Wall. We've been in touch with (b) (6) at the department and she was kind enough to provide guidance as how we might go about completing the squares. I'm not sure if it has to be 4 squares or if there can be more or less squares but that might become more apparent as we progress. My understanding is the information we provide should be high level key messages using only bullets of about the same length and the exact same format as the examples. I've attached 2 examples that were provided to us, MGMT Bailey HSGAC and MGMT Bailey Cyber Workforce. I've started work on the first block in the attachment, DHS Wall Procurement, since it's specific to the Procurement Directorate and I think I have an idea of what's required. I'll need your assistance for blocks 2-5.

The first block is entitled. "Prototypes (Process/Award/Assessment/Inform Final Design).

Procurement and BPAM can work this block.

The second Block, Border Wall Construction – FY17 and FY18 Projects at a Glance. Best BPAM PMO take this one on.

The third Block, Environmental Compliance/Legal Issues Approaches. BPAM's world.

The fourth block, Program Management and Acquisition (recommendation for this was briefing on the Border Infrastructure Program Management Office, considerations, etc..). BPAM and OA (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

The fifth block, Procurement of Border Technologies. I'm not sure who should take this block but looking for recommendations from you all on this one.

I believe the draft is due back to (b) (6) on Monday, 12 Mar but need to confirm.

(b) (6)

I don't have the Wall Program Update slides used for USM/S2 bi-weekly briefing you mentioned so could you please provide it to us? It's not familiar to me. Also, you'll notice the document I started working may not be formatted right but I'm not adept at working this type slide so I wasn't sure how to correct or increase in size to add data. It's just a first attempt!

Thank you all for your help.

---

**From:** (b) (6)  
**Sent:** Thursday, March 8, 2018 10:45 AM  
**To:** (b) (6), (b) (7)(C) (b) (6) @HQ.DHS.GOV>;  
(b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi all –

I'm here to support. My thoughts, and (b) (6) can tell me if this is on track, for the 4-square on border wall might be:

Square 1: Prototypes (Process/Award/Assessment/Inform Final Design)  
Square 2: Border Wall Construction – FY 17 and FY 18 Projects At A Glance  
Square 3: Environmental Compliance / Legal Issues & Approaches  
Square 4: Program Management & Acquisition (status of stand-up of new Border Infrastructure Program Management Office, acquisition status and considerations, etc.)

Most of this material can be derived from the Wall Program Update slides used for USM/S2 bi-weekly briefing. I have close to current slides we can draw from if needed.

I'm slightly less looped into procurement of border tech, but we can draw at least in part from the industry event with Border Security Technology Consortium if relevant. (b) (6), (b) (7)(C) worked on that from Mark Borkowski's staff. S&T handles procurements on related efforts. But I realize that is very small element of border technology efforts and so the CBP procurement team would need to be lead on that.

Thanks –

(b) (6)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 10:00 AM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@HQ.DHS.GOV](mailto:(b) (6)@HQ.DHS.GOV)>; (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6),

The Wall SME in the Procurement Directorate is a (b) (6), (b) (7)(C). I have asked (b) (6), (b) (7)(C) to talk the lead on this request for information. This request isn't straight forward. (b) (6), (b) (7)(C) may be reaching out to you shortly.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Executive Director, Procurement

Deputy Head of the Contracting Activity

Customs and Border Protection

(b) (6), (b) (7)(C) (Desk)

---

**From:** (b) (6)

**Sent:** Wednesday, March 07, 2018 7:23:57 PM

**To:** (b) (6), (b) (7)(C); (b) (6)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Good news, CHCO does not want to count Accenture noses under the Accenture contract. Bad news is they want information on Wall and Border technology procurements. Please see below. I will send you and (b) (6) (I hope you are also still my friend too). We will need all three of us to populate the 4 squares. Sample/template coming in a second.

Thanks for the help.

(b) (6)

---

**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 12:46 PM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@HQ.DHS.GOV](mailto:(b) (6)@HQ.DHS.GOV)>

**Cc:** (b) (6) @hq.dhs.gov; (b) (6) @hq.dhs.gov; (b) (6) @hq.dhs.gov

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

All,

Per the emails below I am the OCHCO POC that you can work with to complete this task. Using the previously attached Four-Squares (as examples only) I believe CBP will be required to fill in the following two squares:

- DHS's role in Wall Procurement;
- Procurement of Border Tech

We need to populate high level key messages only in these squares using bullets of about the same length and the exact same format as the examples. All I need from you are the high level bullets, I will consolidate your key messages into one four-square to send to MGMT.

Although there is currently no set suspense the hearing is next week and I recommend you complete this action NLT COB tomorrow 8 March 2018.

Please contact me with questions.

Very Respectfully,

(b) (6)

Senior Advisor

Office of the Chief Human Capital Officer (OCHCO)

U.S. Department of Homeland Security Headquarters

Office: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 12:33 PM

**To:** (b) (6) @hq.dhs.gov; (b) (6) @hq.dhs.gov; (b) (6) @hq.dhs.gov

**Cc:** (b) (6) @hq.dhs.gov; (b) (6)

(b) (6) @HQ.DHS.GOV>

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Thanks (b) (6)

(b) (6)

Sending to you as promised. Based on traffic from (b) (6) (below), I think that we may have made the connection between OCPO & OCHCO POCs. Also including the attachments that I sent earlier in case they're helpful.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

One Mission – Succeed Together

DHS Leadership Year – Lead From Where You Are (Q2 FY18)

“Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.”

- Jack Welch, former Chairman and CEO of General Electric (1981 – 2001) and author of: Winning

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---

**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 11:41 AM

**To:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@hq.dhs.gov>

**Cc:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@HQ.DHS.GOV>

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6)

Thanks. (b) (6) is the CPO POC. She is at the same off site as I am at today. Copying her on this and I'll make sure she gets the attachments you've sent.

Got your voice mail.

Thanks

(b) (6)

---

**From:** (b) (6)

**Sent:** Wednesday, March 07, 2018 10:55:18 AM

**To:** (b) (6)

**Cc:** (b) (6)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6) :

(b) (6) is our Leg. Guy – (b) (6) is the OCPO acting Chief of Staff. (b) (6) will take OCPO info and put it into the “4-square / Message Square.” Please let us know who the OCPO POC is that (b) (6) should work with.

Confirmed w/ (b) (6) that we need to focus on MGMT’s role in “Staffing at CBP incl the Accenture contract”

(b) (6)

Please work with HCPP & SWPA. (b) (6), (b) (7)(C) guidance is to reach out to CBP to confirm that we have their most current info.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

One Mission – Succeed Together

DHS Leadership Year – Lead From Where You Are (Q2 FY18)

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- Jack Welch, former Chairman and CEO of General Electric (1981 – 2001) and author of: Winning

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Wednesday, March 7, 2018 8:40 AM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

**Cc:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

**Subject:** RE: Sample "4 Squares" - USM hearing on the border wall

(b) (6)

Attached are 2 recent samples of the “4-squares” used for such things. I’ll be in touch later this morning about our shared task: Staffing at CBP incl the Accenture contract

(b) (6)



Heads up. Let's talk after Huddle.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

One Mission – Succeed Together

DHS Leadership Year – Lead From Where You Are (Q2 FY18)

“Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.”

- Jack Welch, former Chairman and CEO of General Electric (1981 – 2001) and author of: Winning

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---

**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 7:14 AM

**To:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@hq.dhs.gov>

**Cc:** (b) (6) <(b) (6)@hq.dhs.gov>

**Subject:** USM hearing on the border wall

**Importance:** High

Good morning,

In preparation for USM's hearing next week, we need to prepare some message squares on 3 topics. One is shared between CHCO/CPO. Also, CHCO has just recently made these squares and knows the drill, so I hope (b) (6) can share that data with you, (b) (6)

Topics are:

DHS's role in Wall Procurement;

Procurement of Border Tech;

Staffing at CBP incl the Accenture contract

Ideally, we need the 3 squares by Monday 12n.

Thanks,

(b) (6)

(b) (6)

**Acting Chief of Staff**

**Management Directorate**

Department of Homeland Security

Desk: (b) (6), (b) (7)(C)

Cell: (b) (6), (b) (7)(C)

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Weekly Wall Updates  
**Date:** Sunday, March 18, 2018 6:42:39 PM  
**Attachments:** [OFAM Border Wall Card for S1 030918.nptx](#)  
(b) (5)  
**Importance:** High

---

Team,

We need to discuss this change in due date for material. I would like to go back to ES and request a suspense of Thursdays COB. Does anyone see a problem with this?

Let me know.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Chief of Staff

CBP/OFAM

Cell: (b) (6), (b) (7)(C)

✉: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, March 16, 2018 2:52 PM

**To:** OFAM Exec Support (b) (7)(E)

**Cc:** (b) (6), (b) (7)(C) Enterprise Services Exec Sec

(b) (7)(E); (b) (6), (b) (7)(C)

**Subject:** FW: Weekly Wall Updates

OFAM –

Please see the bottom email. Items 1-5 are now (continue to be in some cases) weekly requirements, for which we are currently setting the suspense for 2:00 PM each Thursday.

If you would like to discuss this deadline, please reach out to (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

VR / (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Friday, March 16, 2018 2:44 PM

**To:** Enterprise Services Exec Sec <(b) (7)(E)>

**Cc:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) CALVO, KARL H. (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

**Subject:** FW: Weekly Wall Updates

Exec Sec,

FYI. Please inform all relevant parties to prep.

v/r,

(b) (6), (b) (7)(C)

Deputy Chief of Staff – Enterprise Services  
U.S. Customs and Border Protection

(b) (6), (b) (7)(C)

---

**From:** FLANAGAN, PATRICK S

**Sent:** Friday, March 16, 2018 2:42 PM

**To:** KOLBE, KATHRYN (b) (6), (b) (7)(C)

**Cc:** MCALEENAN, KEVIN K (b) (6), (b) (7)(C) >; VITIELLO, RONALD D (USBP)

<(b) (6), (b) (7)(C)>

>

**Subject:** FW: Weekly Wall Updates

EAC,

For your action; thanks.

V/R

Patrick

Patrick Flanagan

(b) (6), (b) (7)(C)

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---

**From:** Wolf, Chad

**Sent:** Friday, March 16, 2018 11:05 AM

**To:** MCALEENAN, KEVIN K (b) (6), (b) (7)(C) >; FLANAGAN, PATRICK S

(b) (6), (b) (7)(C) >; Clark, Alaina (b) (6) >; Fulghum, Chip

(b) (6)

**Cc:** (b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>;

(b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>;

(b) (6) <@hq.dhs.gov>

**Subject:** Weekly Wall Updates

Following-up on the weekly border wall updates. Going forward, I see the following products

needed to keep S1 in the loop –

- (1) Border Wall Card
- (2) Weekly Update (see below)
- (3) Update on Challenges (see attached) – we may want to rethink naming the document to “Ways to Accelerate”
- (4) Update on Interagency Border Wall Task Force
- (5) Items that need immediate S1 attention

It appears that most of these products already exists and it’s simply a matter of updating and pushing forward. Let’s plan for the team to submit their respective portions by Sunday evening each week. Please send to myself and (b) (6) (copied here) who will pull the info together into a product for S1.

I’m hearing that there may be a Wall Update with POTUS scheduled for late next week. If so, the challenges document will be critical as that’s where POTUS focuses his attention. If that doesn’t occur, I’ll schedule an in-person update with S1.

---

## Update – March 5-9

**Bottom Line:** One bid was received for the San Diego Replacement Project on March 5. The Source Selection Evaluation Board (SSEB) has completed its technical review and will start negotiations with the sole bidder. The El Centro-Calexico Replacement project remains on schedule with a total of (b) (7)(E) panels installed, or (b) (7)(E) linear feet (pictures attached).

## Prototype Test & Evaluation

- As a result of several months of test and evaluation, design attributes and features were recommended to CBP leadership this past week.
- CBP will inform the DHS USM of prototype recommendations this coming week at the bi-weekly border wall program update.
- An (A&E) firm will aid in the development of a final design specification package for San Diego Secondary (FY18 project), subject to the availability of funds.

## Legal Concerns

- 

- 

(b) (5)

(b) (5)

#### **FY 2017 Wall Replacement**

- El Centro (Calexico) Replacement Project (2 Miles)
  - (b) (5)  
[REDACTED]  
[REDACTED]. The contractor has developed a new bracing solution (pictures are attached), which has been approved by USACE, to ensure that all wall construction is on the US side of the border.
- El Paso (Santa Teresa) VF Replacement Project (20 Miles)
  - The Contractor has begun mobilizing to the site (pictures attached).
  - The 90% design document comment review meeting was held on March 8.
  - A Pre-construction meeting is tentatively scheduled for March 20.
- El Paso PF Replacement Project (4 Miles)
  - As a result of the GAO protest, the Army Corps Principal Assistant Responsible for Contracting (PARC) approved the expanded Multiple Award Task Order Contract (MATOC) on March 7, allowing the 30 day bidding period to re-commence.
- San Diego Replacement Project (14 Miles)
  - One proposal was received on March 5. Anticipated contract award is late May, with construction starting in June.
  - The Source Selection Evaluation Board (SSEB) has completed its technical review and will start negotiations with the sole bidder.
- RGV Gate Completion (35 gates)
  - The A/E statement of work was formally issued on March 5; site visit to be conducted by March 9.

#### **FY 2018 Wall Program**

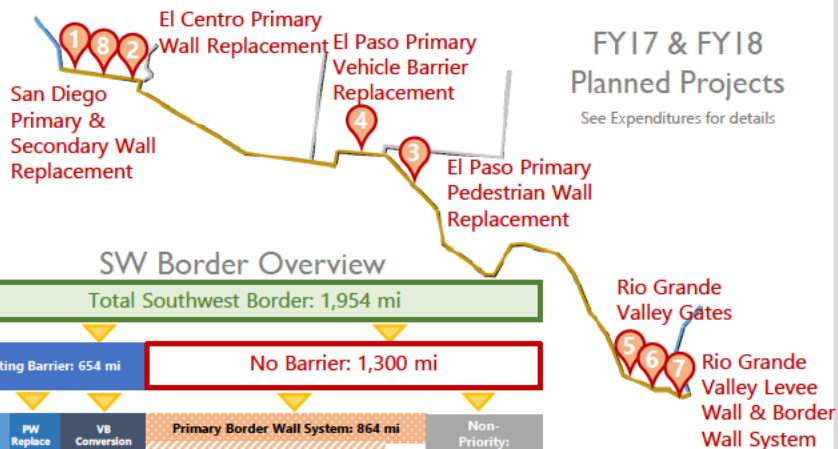
- San Diego Secondary (~14 miles)
  - Geotech surveys started March 7 with an expected duration of three weeks.
- Planning continues for the other projects:
  - RFPs continue to be developed for RGV-02 (~8 miles in Hidalgo County); RGV-03 (~6 miles in Hidalgo County); RGV-04 (~11 miles in Hidalgo County); RGV-05 (~2 miles in Rio Grande City AOR).



## FY 2017 &amp; 2018 Investment Plan

FY17 & FY18  
Planned Projects

See Expenditures for details



## Reprogramming | \$20 M

Planned Expended

Planning (Real estate, environmental, architectural/engineering (A/E) support)

(b) (5)

\$5.8M

A/E (to include Wall Prototype, San Diego Sector and Toolkit, Rio Grande Valley)

Prototype Construction &amp; Related Support (site prep, evaluation, testing and security)

\$4.5M

FY2017 (b) (7)(E) (b) (5)

Type

Barrier

Qty.

Planned

Expended

1 San Diego Primary Wall Replace Single 14 mi (b) (5) \$1.3M

2 El Centro Primary Wall Replace Single (b) (7)(E) \$600K

3 El Paso Primary Wall (replace PF) Replace Single \$716K

4 El Paso Primary Wall (replace VF) Replace Single \$1.0M

5 Rio Grande Valley Gates New Single 35 \$2.0M

FY2018 (b) (7)(E) (b) (5)

Type

Barrier

Qty.

Planned

Expended

6 Rio Grande Valley Levee Wall System (Hidalgo) New Single 28 mi (b) (5) N/A

7 Rio Grande Valley Border Wall System (Starr) New Single 32 mi N/A

8 San Diego Secondary Barrier Replace Single 14 mi N/A

Planning for FY2019 &amp; Beyond N/A N/A N/A N/A

**Key Program Risks:**

- Appropriated Funding
- Real Estate Acquisition

- Blacklisting

FY17 ENACTED BUDGET PROJECTS					
		Project Milestone	Milestone Date	Status*	
1	Imperial Beech & Chula Vista BPS San Diego Sector (CA) ~14 miles	SDC Primary Wall Replacement Contract Award	(b) (5)	Blacklisting concerns caused procurement delays.	
		SDC Primary Wall Replacement Construction NTP			
		SDC Primary Wall Replacement Complete			
2	Colimaco BPS El Centro Sector (CA) 30+ feet in Height	ELC Primary Wall Replacement Contract Award	11/8/17		
		ELC Primary Wall Replacement Construction NTP	2/15/18		
		ELC Primary Wall Replacement Complete	(b) (5)		
3	El Paso BPS El Paso Sector (TX)	EPT Primary Replacement Contract Award			
		EPT Primary Replacement Construction NTP			
		EPT Primary Replacement Complete			
4	Santa Teresa BPS El Paso Sector (NM)	EPT Primary (vehicle) Replacement Contract Award	1/22/18		
		EPT Primary (vehicle) Replacement Construction NTP	2/15/18		
		EPT Primary (vehicle) Replacement Complete	(b) (5)		
5	Rio Grande Valley 35 Gates Mullen, Westlake, Marathon, Brown, & Port Brown BPS Rio Grande Valley Sector (TX)	RGV Gates Contract Award			
		RGV Gates Construction NTP			
		RGV Gates Construction Completion			
FY18 PLANNED PROJECTS					
(NOTE: Projects currently unfunded, the below schedules assume that funding is received by 3/24/18)					
		Project Milestone	Milestone Date	Status	
6	Rio Grande Valley Levee Wall RGV-01 RGV Sector (TX)	Rio Grande Valley Levee Wall Contract Award	(b) (5)		
		Rio Grande Valley Levee Wall Construction NTP			
		Rio Grande Valley Levee Wall Complete			
7	Rio Grande Valley Border Wall System RGV-05 RGV Sector (TX)	Rio Grande Valley Border Wall System Contract Award			
		Rio Grande Valley Border Wall System Construction NTP			
		Rio Grande Valley Border Wall System Complete			
8	San Diego Secondary Wall San Diego Sector (CA) ~14 miles	San Diego Secondary Wall Contract Award		Final design may be informed by prototype results.	
		San Diego Secondary Wall Construction NTP			
		San Diego Secondary Wall Complete			
Real Estate					
	Project	Miles/# of Land Tracts**	Initial Land Ownership Determination	Appraisal/Valuation Complete	
On Schedule	RGV Levee Wall (RGV-01)	~3 miles 12 tracts	1/22/18	(b) (5)	
	RGV Levee Wall (RGV-02)	~8 miles 49 tracts	9/1/17		
	RGV Levee Wall (RGV-03)	~11 miles 119 tracts	1/22/18		
	RGV Levee Wall (RGV-04)	~11 miles 121 tracts	1/22/18		
	RGV Border Wall System (RGV-05)	~2 miles 2 tracts	9/15/17		
Complete	RGV Border Wall System (RGV-06-09)	~25 miles Tracts TBD	(b) (5)		
* Status determined off of project schedule Baseline Dates					
**# of tracts will change as we proceed through the Real Estate Acquisition Process					



**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall  
**Date:** Friday, March 09, 2018 9:43:17 AM  
**Attachments:** (b) (5)  
**Importance:** High

---

Hi (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C) –

I spoke with (b) (6), (b) (7)(C) and still don't have much context to what DHS is looking for, the guidance was "high-level" bullets.

Can you please look at attached bullets under Environmental Compliance/Legal Issues/Land Acquisitions? Tried to give it a shot....

Thanks,  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, March 09, 2018 7:37 AM  
**To:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall  
**Importance:** High

Good morning OCC -

Did you receive this task per (b) (6), (b) (7)(C) note below? I'm starting to fill in the BPAM squares and wanted to see if you anyone from OCC is working the following square - **Environmental Compliance / Legal Issues & Approaches**

-

If not, we can draft and send to you for your review.

Thanks,  
(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, March 08, 2018 6:34 PM  
**To:** (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6), (b) (7)(C)

Director, Business Operations Division  
Border Patrol & Air and Marine Program Management Office  
Facilities Management and Engineering  
Office of Facilities and Asset Management  
Mobile: (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 08, 2018 5:47 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

(b) (6)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi (b) (6), (b) (7)(C)

Yes, that'll work. Just heard back from (b) (6) Thanks!

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 4:38 PM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

(b) (6)

@hq.dhs.gov>;

(b) (6)

@HQ.DHS.GOV>

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi (b) (6), (b) (7)(C)

(b) (5)

Best,

(b) (6), (b) (7)(C)

Attorney (Trade & Finance)  
Office of Chief Counsel  
U.S. Customs and Border Protection  
1300 Pennsylvania Avenue, Suite 4.4-B  
Washington, D.C. 20229

(b) (6), (b) (7)(C) (tel)

(b) (6), (b) (7)(C) (fax)

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---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 08, 2018 3:34 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

(b) (6) <(b) (6)@hq.dhs.gov>; (b) (6)

(b) (6) <(b) (6)@HQ.DHS.GOV>

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi,

(b) (6) was able to provide vital input to the attached brief to help us out. OFAM please take a look at the areas where she recommends the PMO add more detail, specifically blocks 2 and 4.

(b) (6), (b) (7)(C) sorry for the late notice and not including Counsel in earlier but could you please look at block 3 of the attached, Environmental Compliance/Legal Issues, and add any comments OCC might wish to provide for the USM brief. I don't know if you're still involved with Wall stuff so please let us know if another attorney has been assigned. I see (b) (6), (b) (7)(C) is out today so turning to you.

(b) (6), (b) (7)(C),

Sorry for bringing you in on this late but do you think you can contribute to block 5, Procurement of Border Technology (see attached)? We just need a couple of high level bullets describing any procurements you have that fit the heading.

(b) (6), (b) (7)(C)

Including you in case you can help out with blocks 2 and 4 of the attached. Detailed information is not required, just a high level "at a glance" brief so hoping you can squeeze this into your busy schedule!

I'm hoping we can get an extension of the due date to tomorrow but anything you can provide today

would be most helpful. Thanks all

---

**From:** (b) (6)

**Sent:** Thursday, March 8, 2018 3:10 PM

**To:** (b) (6), (b) (7)(C) (b) (6)  
(b) (6) @HQ.DHS.GOV>

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6), (b) (7)(C) —

The email requesting this states due date of COB today, but this is in (b) (6) corner for communication back up. I'll leave this between you all and (b) (6) from here, but please see update attached. I tried to help move this 4-square forward at least a bit using a hardcopy of the February 2018 USM briefing. But OFAM and CBP OCC needs to provide input to ensure accuracy of information as well as validate what is appropriate to communicate. I've made notes accordingly, but they should look at entirety. Perhaps reach out to (b) (6), (b) (7)(C) to support this?

Also, any action on the second 4-square for border technology? As mentioned, PIL has limited visibility into those priorities and hot buttons.

V/r,

(b) (6)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 2:27 PM

**To:** (b) (6) @hq.dhs.gov>; (b) (6) @HQ.DHS.GOV>

**Cc:** (b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi,

(b) (6), (b) (7)(C) told me he thinks we were to respond back today on this? My mistake, I thought it was Monday. I don't think it possible to get something to you today in part because no one on this side has responded to my email. I've reached out via phone and sending another email to ask for an update. I'll get a response to you tomorrow if that's ok?

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 12:44 PM

**To:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C) (b) (6)

(b) (6), (b) (7)(C)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hello all,

I'm reaching out to each of you seeking assistance in filling out a "4 Square/Message Square" (something I've never heard of) for use by the USM for a hearing on border Wall. We've been in touch with (b) (6) at the department and she was kind enough to provide guidance as how we might go about completing the squares. I'm not sure if it has to be 4 squares or if there can be more or less squares but that might become more apparent as we progress. My understanding is the information we provide should be high level key messages using only bullets of about the same length and the exact same format as the examples. I've attached 2 examples that were provided to us, MGMT Bailey HSGAC and MGMT Bailey Cyber Workforce. I've started work on the first block in the attachment, DHS Wall Procurement, since it's specific to the Procurement Directorate and I think I have an idea of what's required. I'll need your assistance for blocks 2-5.

The first block is entitled. "Prototypes (Process/Award/Assessment/Inform Final Design). Procurement and BPAM can work this block.

The second Block, Border Wall Construction – FY17 and FY18 Projects at a Glance. Best BPAM PMO take this one on.

The third Block, Environmental Compliance/Legal Issues Approaches. BPAM's world.

The fourth block, Program Management and Acquisition (recommendation for this was briefing on the Border Infrastructure Program Management Office, considerations, etc..). BPAM and OA (b) (6), (b) (7)(C) and (b) (6), (b) (7)(C)

The fifth block, Procurement of Border Technologies. I'm not sure who should take this block but looking for recommendations from you all on this one.

I believe the draft is due back to (b) (6) on Monday, 12 Mar but need to confirm.

(b) (6)

I don't have the Wall Program Update slides used for USM/S2 bi-weekly briefing you mentioned so could you please provide it to us? It's not familiar to me. Also, you'll notice the document I started working may not be formatted right but I'm not adept at working this type slide so I wasn't sure how to correct or increase in size to add data. It's just a first attempt!

Thank you all for your help.

---

**From:** (b) (6)

**Sent:** Thursday, March 8, 2018 10:45 AM

**To:** (b) (6), (b) (7)(C) | (b) (6) @HQ.DHS.GOV>;  
(b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Hi all –

I'm here to support. My thoughts, and (b) (6) can tell me if this is on track, for the 4-square on border wall might be:

Square 1: Prototypes (Process/Award/Assessment/Inform Final Design)

Square 2: Border Wall Construction – FY 17 and FY 18 Projects At A Glance

Square 3: Environmental Compliance / Legal Issues & Approaches

Square 4: Program Management & Acquisition (status of stand-up of new Border Infrastructure Program Management Office, acquisition status and considerations, etc.)

Most of this material can be derived from the Wall Program Update slides used for USM/S2 bi-weekly briefing. I have close to current slides we can draw from if needed.

I'm slightly less looped into procurement of border tech, but we can draw at least in part from the industry event with Border Security Technology Consortium if relevant. (b) (6), (b) (7)(C) worked on that from Mark Borkowski's staff. S&T handles procurements on related efforts. But I realize that is very small element of border technology efforts and so the CBP procurement team would need to be lead on that.

Thanks –

(b) (6)

---

**From:** (b) (6), (b) (7)(C)

**Sent:** Thursday, March 8, 2018 10:00 AM

**To:** (b) (6) <@hq.dhs.gov>; (b) (6) <@HQ.DHS.GOV>; (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6),

The Wall SME in the Procurement Directorate is a (b) (6), (b) (7)(C). I have asked (b) (6), (b) (7)(C) to talk the lead on this request for information. This request isn't straight forward. (b) (6), (b) (7)(C) may be reaching out to you shortly.

Thanks,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Executive Director, Procurement

Deputy Head of the Contracting Activity

Customs and Border Protection

(b) (6), (b) (7)(C) (Desk)

**From:** (b) (6)  
**Sent:** Wednesday, March 07, 2018 7:23:57 PM  
**To:** (b) (6), (b) (7)(C); (b) (6)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Good news, CHCO does not want to count Accenture noses under the Accenture contract. Bad news is they want information on Wall and Border technology procurements. Please see below. I will send you and (b) (6) (I hope you are also still my friend too). We will need all three of us to populate the 4 squares. Sample/template coming in a second.

Thanks for the help.

(b) (6)

---

**From:** (b) (6)  
**Sent:** Wednesday, March 7, 2018 12:46 PM  
**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@HQ.DHS.GOV](mailto:(b) (6)@HQ.DHS.GOV)>  
**Cc:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

All,

Per the emails below I am the OCHCO POC that you can work with to complete this task. Using the previously attached Four-Squares (as examples only) I believe CBP will be required to fill in the following two squares:

- DHS's role in Wall Procurement;
- Procurement of Border Tech

We need to populate high level key messages only in these squares using bullets of about the same length and the exact same format as the examples. All I need from you are the high level bullets, I will consolidate your key messages into one four-square to send to MGMT.

Although there is currently no set suspense the hearing is next week and I recommend you complete this action NLT COB tomorrow 8 March 2018.

Please contact me with questions.

Very Respectfully,

(b) (6)

Senior Advisor  
Office of the Chief Human Capital Officer (OCHCO)  
U.S. Department of Homeland Security Headquarters  
Office: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6)

---

**From:** (b) (6)  
**Sent:** Wednesday, March 7, 2018 12:33 PM  
**To:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@hq.dhs.gov>  
**Cc:** (b) (6) <(b) (6)@hq.dhs.gov>; (b) (6) <(b) (6)@HQ.DHS.GOV>  
**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

Thanks (b) (6)

(b) (6)

Sending to you as promised. Based on traffic from (b) (6) (below), I think that we may have made the connection between OCPO & OCHCO POCs. Also including the attachments that I sent earlier in case they're helpful.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

One Mission – Succeed Together

DHS Leadership Year – Lead From Where You Are (Q2 FY18)

“Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.”

- Jack Welch, former Chairman and CEO of General Electric (1981 – 2001) and author of: Winning

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**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 11:41 AM

**To:** (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@hq.dhs.gov>

**Cc:** (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@HQ.DHS.GOV>

**Subject:** RE: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6)

Thanks. (b) (6) is the CPO POC. She is at the same off site as I am at today. Copying her on this and I'll make sure she gets the attachments you've sent.

Got your voice mail.

Thanks

(b) (6)

---

**From:** (b) (6)

**Sent:** Wednesday, March 07, 2018 10:55:18 AM

**To:** (b) (6)

**Cc:** (b) (6)

**Subject:** FW: --MGMT's Role-- in CBP Topic - Prep. "4 Square" for USM hearing on the border wall

(b) (6) :

(b) (6) is our Leg. Guy – (b) (6) is the OCPO acting Chief of Staff. (b) (6) will take OCPO info and put it into the "4-square / Message Square." Please let us know who the OCPO POC is that (b) (6) should work with.

Confirmed w/ (b) (6) that we need to focus on MGMT's role in "Staffing at CBP incl the Accenture contract"

(b) (6)

Please work with HCPP & SWPA. (b) (6) guidance is to reach out to CBP to confirm that we have their most current info.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

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"Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate,

coach, and build self-confidence.”

- [Jack Welch](#), former Chairman and CEO of General Electric (1981 – 2001) and author of: [Winning](#)

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---

**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 8:40 AM

**To:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

**Cc:** (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

**Subject:** RE: Sample "4 Squares" - USM hearing on the border wall

(b) (6)

Attached are 2 recent samples of the “4-squares” used for such things. I’ll be in touch later this morning about our shared task: Staffing at CBP incl the Accenture contract

(b) (6)

Heads up. Let’s talk after Huddle.

Respectfully & Sincerely,

(b) (6)

Chief of Staff, OCHCO

O: (b) (6), (b) (7)(C)

M: (b) (6), (b) (7)(C)

One Mission – Succeed Together

DHS Leadership Year – Lead From Where You Are (Q2 FY18)

“Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.”

- [Jack Welch](#), former Chairman and CEO of General Electric (1981 – 2001) and author of: [Winning](#)

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**From:** (b) (6)

**Sent:** Wednesday, March 7, 2018 7:14 AM

**To:** (b) (6) @hq.dhs.gov>; (b) (6) @hq.dhs.gov>  
**Cc:** (b) (6) @hq.dhs.gov>  
**Subject:** USM hearing on the border wall  
**Importance:** High

Good morning,

In preparation for USM's hearing next week, we need to prepare some message squares on 3 topics. One is shared between CHCO/CPO. Also, CHCO has just recently made these squares and knows the drill, so I hope (b) (6) can share that data with you, (b) (6)

Topics are:

DHS's role in Wall Procurement;  
Procurement of Border Tech;  
Staffing at CBP incl the Accenture contract

Ideally, we need the 3 squares by Monday 12n.

Thanks,

(b) (6)

(b) (6)  
**Acting Chief of Staff**  
**Management Directorate**  
Department of Homeland Security  
Desk: (b) (6), (b) (7)(C)  
Cell: (b) (6), (b) (7)(C)  
(b) (6)

**From:** (b) (6)  
**To:** (b) (6), (b) (7)(C)  
**Cc:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Subject:** Re: Quick turn - TPs  
**Date:** Tuesday, March 28, 2017 11:58:44 AM

---

Thanks. ETA? (b) (6), (b) (7) just asked me to send my draft forward but I'd rather have your input.

(b) (6)  
Office of Management and Budget  
(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C) >> wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

From (b) (6). EOP/OMB [mailto:(b) (6)]  
Sent: Tuesday, March 28, 2017 10:41 AM  
To: CALVO, KARL H. (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don't reinvent the wheel.

Thank you!

(b) (5)

(b) (5)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6), (b) (7)(C)  
**To:** (b) (6); [CALVO, KARL H.](#); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs  
**Date:** Tuesday, March 28, 2017 11:25:12 AM

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(b) (6) – We’re working this through the chain, we’ll get back to you ASAP.

(b) (6), (b) (7)(C)  
[Redacted]

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**From:** (b) (6) EOP/OMB [mailto:(b) (6)]  
**Sent:** Tuesday, March 28, 2017 10:41 AM  
**To:** CALVO, KARL H. (b) (6), (b) (7)(C)  
[Redacted]  
**Cc:** (b) (6), (b) (7)(C)  
[Redacted]  
**Subject:** Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don’t reinvent the wheel.

Thank you!

(b) (5)

(b) (5)

(b) (6)

Office of Management and Budget

(b) (6)

**From:** (b) (6)  
**To:** CALVO, KARL H.; (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs  
**Date:** Tuesday, March 28, 2017 12:10:30 PM

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Had to hit send, sorry. Let me know if you have anything else and I'll add if given the chance. Assume this is going to press sec for today's daily briefing.

-----Original Message-----

**From:** (b) (6). EOP/OMB  
**Sent:** Tuesday, March 28, 2017 12:03 PM  
**To:** 'CALVO, KARL H.' (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs

It's directly from the USBP web stats. Can you please let me know if you have anything to add on the wall/fence pieces?

<https://www.cbp.gov/sites/default/files/assets/documents/2017-Jan/USBP%20Stats%20FY2016%20sector%20profile.pdf>

-----Original Message-----

**From:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Sent:** Tuesday, March 28, 2017 12:00 PM  
**To:** (b) (6). EOP/OMB (b) (6); (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Quick turn - TPs

(b) (6)

We're confirming the number of migrants you quoted below. Thx.

Karl H. Calvo, CFM, PMP  
Assistant Commissioner, Office of Facilities and Asset Management  
U.S. Customs and Border Protection  
Washington, DC  
(b) (6), (b) (7)(C) (Office)  
(b) (6), (b) (7)(C) (cell)

-----Original Message-----

**From:** (b) (6). EOP/OMB [mailto:(b) (6)]  
**Sent:** Tuesday, March 28, 2017 11:57 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** CALVO, KARL H. (b) (6), (b) (7)(C)  
**Subject:** Re: Quick turn - TPs

Thanks. ETA? (b) (6), (b) (7) just asked me to send my draft forward but I'd rather have your input.



(b) (6)

Office of Management and Budget

(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C)

>> wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

From (b) (6) EOP/OMB [mailto:(b) (6)]

Sent: Tuesday, March 28, 2017 10:41 AM

To: CALVO, KARL H. (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Quick turn - TPs

Hi team,

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Thank you!

(b) (5)

(b) (5)

(b) (6), (b) (7)(C)

Office of Management and Budget

(b) (6)